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Financing of the United Nations Organization Mission in the Democratic Republic of the Congo

Budget for the United Nations Organization Mission in the Democratic Republic of the Congo for the period from 1 July 2010 to 30 June 2011

Report of the Secretary-General

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Summary

The present report contains the budget for the United Nations Organization Mission in the Democratic Republic of the Congo (MONUC) for the period from 1 July 2010 to 30 June 2011, which amounts to $1,444,094,400, inclusive of budgeted voluntary contributions in kind in the amount of $4 million.

The budget provides for the deployment of 760 military observers, 19,815 military contingent personnel, 391 United Nations police officers, 1,050 formed police personnel, 1,234 international staff, 2,960 national staff, 609 United Nations Volunteers and 64 Government-provided personnel, including temporary positions.

The total resource requirements for MONUC for the financial period from 1 July 2010 to 30 June 2011 have been linked to the Mission's objective through a number of results-based-budgeting frameworks, organized according to components (stable security environment, territorial security of the Democratic Republic of the Congo, security sector reform, democratic institutions and human rights, and support). The human resources of the Mission, in terms of the number of personnel, have been attributed to the individual components, with the exception of executive direction and management, which can be attributed to the Mission as a whole.

The explanations of variances in resource levels, both human resources and financial resources, have been linked, where applicable, to specific outputs planned by the Mission.

Financial resources

(Thousands of United States dollars. Budget year is from 1 July 2010 to 30 June 2011.)

Category	*Expenditures (2008/09)*	*Apportionment (2009/10)*	*Cost estimates (2010/11)*	*Variance*	
				Amount	*Percentage*
Military and police personnel	484 249.2	550 589.4	580 417.329 827.9	5.4	
Civilian personnel	240 429.1	263 887.2	280 788.116 900.9	6.4	
Operational costs	438 663.5	532 108.0	578 889.046 781.0	8.8	
	Gross requirements 6.9		**1 163 341.81 346 584.6**	**1 440 094.4**	**93 509.8**
Staff assessment income	23 982.9	26 236.3	30 916.74 680.4	17.8	
	Net requirements 6.7		**1 139 358.91 320 348.3**	**1 409 177.7**	**88 829.4**
Voluntary contributions in kind (budgeted)		4 244.9	4 953.94 000.0	(953.9)	(19.3)
	Total requirements 6.8		**1 167 586.71 351 538.5**	**1 444 094.4**	**92 555.9**

Human resources[a]

	Military observers		*Military contingents*	*United Nations police*			*Formed police units*		*Inter-*
national staff	*National staff*[b]	*Temporary position*[c]	*United Nations Volunteers*	*Government-provided personnel*			**Total**		
Executive direction and management									
Approved 2009/10	—	—	—	—	84	35	—	3	—	**122**
Proposed 2010/11	—	—	—	—	87	37	—	4	—	**128**
Components									
Stable security environment									
Approved 2009/10	—	17 883	—	550	20	7	—	1	—	**18 461**
Proposed 2010/11	—	16 863	—	550	23	7	—	1	—	**17 444**
Territorial security of the Democratic Republic of the Congo									
Approved 2009/10	760	—	—	—	23	13	16	14	—	**826**
Proposed 2010/11	760	1 020	—	—	27	13	—	14	—	**1 834**
Security sector reform									
Approved 2009/10	—	—	391	500	23	17	—	1	14	**946**
Proposed 2010/11	—	—	391	500	30	17	—	4	64	**1 006**
Democratic institutions and human rights									
Approved 2009/10	—	—	—	—	202	252	96	150	—	**700**
Proposed 2010/11	—	—	—	—	192	311	51	83	—	**637**
Support									
Approved 2009/10	—	1 932	—	—	828	2 531	12	504	—	**5 807**
Proposed 2010/11	—	1 932	—	—	837	2 550	12	503	—	**5 834**
Total									
Approved 2009/10	760	19 815	3911	050	1 180	2 855	124	673	14	**26 862**
Proposed 2010/11	760	19 815	3911	050	1 196	2 935	63	609	64	**26 883**
Net change	**—**	**—**	**—**	**—**	**16**	**80**	**(61)**	**(64)**	**50**	**21**

[a] Represents highest level of authorized/proposed strength.
[b] Includes National Officers and national General Service staff.
[c] Funded under general temporary assistance.

The actions to be taken by the General Assembly are set out in section IV of the present report.

I. Mandate and planned results

A. Overall

1. The mandate of the United Nations Organization Mission in the Democratic Republic of the Congo (MONUC) was established by the Security Council in its resolution 1291 (2000). The most recent extension of the mandate was authorized by the Council in its resolution 1906 (2009), by which the Council extended the mandate of the Mission until 31 May 2010.

2. The Mission is mandated to help the Security Council achieve the overall objective, namely, to advance peace and security in the Democratic Republic of the Congo.

3. Within that overall objective, MONUC will, during the budget period, contribute to a number of expected accomplishments by delivering related key outputs, shown in the frameworks below. The frameworks are organized according to components (stable security environment, territorial security of the Democratic Republic of the Congo, security sector reform, democratic institutions and human rights, and support), which are derived from the mandate of the Mission.

4. The expected accomplishments would lead to the fulfilment of the Security Council's objective within the lifetime of the Mission, and the indicators of achievement show a measurement of progress towards such accomplishments during the budget period. The human resources of MONUC, in terms of the number of personnel, have been attributed to the individual components, with the exception of executive direction and management, which can be attributed to the Mission as a whole. Variances in the number of personnel, compared with the 2009/10 budget, have been explained under the respective components.

5. The Mission's headquarters in Kinshasa, where the offices of the Special Representative of the Secretary-General and his Deputies, the Force Commander, the Police Commissioner and the Director of Mission Support are located, focuses on Mission-wide planning, on centralized operations that cannot be delegated to the field offices, and on the determination of resource requirements and the allocation of resources to the field. The Mission has two regional offices, which are based in Kinshasa for the western region and Goma for the eastern region, and which coordinates decentralized support arrangements for the 17 field offices and 5 sub-offices under their respective purviews, including the Mission headquarters in Kinshasa. At the office level, Field Operations Managers are responsible for the direct provision of day-to-day support to the clients within their areas, including the military and the formed police units. In view of the regional dimension of the efforts of the United Nations and the international community to help the Security Council achieve the overall objective of maintaining international peace and security in the region, MONUC is maintaining its liaison offices in Kigali, Kampala and Pretoria.

6. The Mission's military structure comprises a force headquarters with a forward element deployed in Goma. The force is deployed as follows: a brigade of two battalions in the west, one of which is in the process of being redeployed to the east, and three brigades and two sectors totalling 17 battalions in the east, 15 of which are in the Kivus and Ituri, the area in which the military component's main efforts are focused. Three formed police units are deployed in Kinshasa, while the other three

units are located in Kasai Occidental, Kasai Oriental and North Kivu. Military observers and United Nations police officers are deployed throughout the country.

7. The Mission maintains a logistics base at Kinshasa to provide support services to personnel deployed in Kinshasa and the western region and a logistics hub in Entebbe, Uganda, to provide logistical support operations to the military, United Nations police and substantive civilian personnel deployed in the eastern region, including the coordination of air operations, support to the strategic airlift of troops and cargo transiting Entebbe for deployment in the United Nations Mission in the Sudan (UNMIS), the African Union-United Nations Hybrid Operation in Darfur (UNAMID), the United Nations Support Office for the African Union Mission in Somalia (UNSOA) and the United Nations Integrated Office in Burundi (BINUB).

B. Planning assumptions and mission support initiatives

8. The military resources and related activities of MONUC will continue to be focused in the provinces of North Kivu, South Kivu, Orientale, Maniema and Katanga, where the concentration of the security problems, as well as of the remaining caseloads for the disarmament, demobilization and repatriation of foreign armed groups and for the disarmament, demobilization and reinsertion of Congolese armed groups exist. The temporary surge of 3,085 additional troops and formed police personnel will rebalance the military and police components, giving them more flexibility and agility and increasing their ability to perform new tasks, such as preventing the spillover of foreign armed groups from being pushed out of the Kivus to Maniema and Katanga provinces. The deployment of the additional special forces and operational reserves will further strengthen the capacity of MONUC to act both proactively and quickly in unexpected situations, with the main focus being on the protection of civilians.

9. By its resolution 1856 (2008), the Security Council requested MONUC to start planning for the progressive handover of its tasks to the Government and the United Nations country team in the western provinces and to focus its efforts in the east. The local elections, which are scheduled to take place during the 2010/11 period, are expected to contribute to the consolidation of the democratic process and stability in the country. In line with Security Council resolution 1906 (2009), MONUC is further developing the existing benchmarks and determining the modalities of a reconfiguration of the Mission's mandate, in particular the critical tasks that need to be accomplished before the Mission can envisage its drawdown.

10. The support provided to the Forces armées de la Republique Démocratique du Congo (FARDC) for ongoing operations is considered as a short-term component of broader security sector reform. The Mission will assist the Government in the completion of large-scale military operations and in the progressive concentration on targeted military actions and non-military efforts to neutralize the Democratic Liberation Forces of Rwanda (FDLR), the Lord's Resistance Army (LRA) and the residual Congolese armed groups. In order to further consolidate peace and stability, including addressing the presence of FDLR in eastern Democratic Republic of the Congo, a number of non-military measures will be taken, such as assisting the Governments of the Democratic Republic of the Congo and Rwanda to define an end-state for resolving issues related to FDLR; encouraging Member States to take the necessary legal actions against members of the group's leadership who reside in

their countries; enhancing disarmament, demobilization, repatriation, reinsertion and resettlement efforts, including sensitization through information campaigns, and exploring ways to further attract the voluntary return of FDLR combatants and promote the durable socio-economic integration of the non-génocidaire FDLR rank and file; and supporting the extension of State Authority in areas from which FDLR elements were dislodged, including mining and other areas of economic interest to the armed group.

11. In parallel, MONUC will support broader security sector reform that includes coordination of international partners. The Mission will continue to assist the Government in building up police and rule of law capacity, including in the areas of justice and corrections. Defence reform, which is a major component of security sector reform, will include the vetting, training and capacity-building of members of FARDC, which will enable the Government to progressively assume the Mission's current security responsibilities.

12. The protection of civilians will remain the highest priority for MONUC. The United Nations strategy in this regard will be undertaken within the framework of the system-wide strategy on the protection of civilians that was developed jointly by MONUC and the United Nations country team. The key elements of this strategy are: (a) monitoring and analysis of data with a view to improving protection activities and analysing the impact of military operations on civilians; (b) prevention, mitigation and anticipation of protection risks on civilians, including internally displaced persons, and provision of humanitarian assistance to populations affected by armed confrontations while following the do-no-harm principle; (c) establishment of accountability mechanisms to combat impunity through regular monitoring and public reporting on violations of international humanitarian, human rights and refugee laws, including sexual violence, and improvement of access to justice; and (d) promotion of the rule of law and the restoration of legitimate democratic institutions.

13. MONUC will support the implementation of the Comprehensive Strategy on Combating Sexual Violence and its full integration into the Humanitarian Action Plan and the United Nations Security and Stabilization Support Strategy. MONUC will also support the Government of the Democratic Republic of the Congo in the implementation of its zero tolerance policy with regard to human rights violations.

14. MONUC, in partnership with the wider United Nations system and international partners, will continue to focus on the implementation of the United Nations Security and Stabilization Support Strategy by assisting the Government of the Democratic Republic of the Congo in the five eastern provinces (Orientale, North Kivu, South Kivu, Maniema and Katanga) and supporting the extension of State authority, including the establishment of basic administration and rule-of-law structures, in areas that are freed from armed groups and in key mining areas. MONUC will support the implementation of the Government's defined priorities in the Stabilization and Reconstruction Plan for eastern Democratic Republic of the Congo through the United Nations Security and Stabilization Support Strategy, including garrisoning of FARDC, settlement of their dependants, reintegration programmes for ex-combatants, reinforcement of the penal justice system, provision of support to returns of internally displaced persons and refugees through the rehabilitation of basic services, the establishment of local reconciliation committees

and the development of a broader joint United Nations/Government strategy for their return.

15. Efforts under the United Nations Security and Stabilization Support Strategy will continue to focus on the implementation and delivery of planned programme activities, including the establishment of the Stabilization and Recovery Multi-Donor Trust Fund, aimed at supporting and supplementing activities that are only partially funded by the Peacebuilding Fund as well as supporting the operationalization of the Government's Stabilization and Reconstruction Plan. The Strategy has already raised $136 million from donors, which is being used for stabilization activities. With the establishment of the Stabilization and Recovery Multi-Donor Trust Fund, the support is projected to increase.

16. The Mission will continue its efforts to strengthen the democratic process by providing political advice to the Government, the Parliament and the authorities, with emphasis on the advocacy, technical support and coordination role vis-à-vis the international donor community on cross-cutting issues regarding the democratic process. The reinforcement of the role of civil society and good governance, as well as assistance regarding mechanisms for resolving local disputes arising from land issues, return of refugees, internally displaced persons and ethnic tensions, will also remain as priorities of strengthening the democratic process.

17. Subject to further clarification from the Government, the Mission will support preparations for local and national elections. The Mission will continue to provide its support in the substantive (information sharing), administrative and logistics areas to the Group of Experts on the Illegal Exploitation of Natural Resources.

18. The Mission Support Division will continue to provide logistical and administrative services to civilian, military and police personnel. The Division will continue to support the increased operational tempo of military operations resulting from the new mobile concept of military operations implemented in 2008/09, which consists of fragmented battalions engaged in frequent and rapid redeployments. The Division will support up to 88 temporary company operating bases, compared with 40 bases in 2006/07. The Division will also support the relocation to the eastern part of the country of up to a battalion-size contingent, the relocation of a level-II hospital to Kinshasa and the closure or relocation of up to five team sites for military observers. Services provided by the Mission Support Division will include the inspection and verification of contingent-owned equipment, the movement of troops for security assignments, and the provision of rations, fuel and water. With regard to the provision of fuel, turn-key contracts for the storage and supply of fuel across the Mission area are expected to be in place by 1 July 2010. Support will also be provided to FARDC for joint operations and training. Finally, with regard to electoral activities, limited technical, operational and logistical support will be provided for the update of the voters register.

19. Owing to the vast geographical size of the Democratic Republic of the Congo and the lack of road infrastructure within the critical areas of Mission operations, air transport will remain the main mode for the movement of troops, cargo and civilian personnel. Moreover, the Mission Support Division will continue to provide support to members of the United Nations country team and Governmental entities in providing air transportation during the execution of the Mission's mandate-related tasks. However, MONUC will continue to increase utilization of alternative means

of transportation by land and water to minimize risks connected to massive and intense air activity.

20. MONUC also proposes to undertake a number of service improvements in the area of communications and information technology by strengthening its network, enhancing its VHF/UHF coverage to areas that currently have no signal, strengthening its disaster recovery and business continuity back-up system and improving access to the system at nine locations. Further service improvements are also planned in relation to geographic information systems and cartographic services, the level of assets held in stock and the accuracy of assets records, the quality and management of the strategic fuel reserve stock, the quality of rations, the reduction of major vehicle accidents and the availability of light vehicles.

21. The Mission will also use cleaner technologies and optimize its management of natural resources by implementing solar projects and harvesting rainwater. It will improve its compliance with the Department of Peacekeeping Operations/ Department of Field Support Environmental Policy and Guidelines for United Nations field missions by cleaning up oil spills, conducting environmental baseline studies and implementing a waste segregation programme.

22. The Mission will strive to reduce the number of cases of sexual exploitation and abuse by increasing the number of military trainers for such issues while continuing to provide training to newly arrived police personnel, military observers, staff officers and all civilian personnel, and by increasing the number of assessment visits to and evaluations of field offices.

23. Finally, MONUC has agreed to participate in a pilot project that is aimed at improving the presentation of the results-based-budgeting frameworks for the support component. Observations and recommendations from legislative bodies will determine whether this presentation format may be reflected for all missions in future budget reports.

C. Regional mission cooperation

24. The establishment of a stable security environment in the Democratic Republic of the Congo has notable regional implications. In this regard, MONUC will continue to maintain liaison offices in Kigali, Kampala and Pretoria and has established a focal point within the Political Affairs Division who will advise senior management on regional issues and undertake liaison work. The Special Representative of the Secretary-General continues to promote periodic meetings with neighbouring peacekeeping missions, special political missions and integrated offices in Burundi, the Central African Republic, Chad and the Sudan. The Mission, along with other signatories, will also facilitate and monitor the implementation of the Nairobi Joint Communiqué of 9 November 2007, as well as international agreements governing foreign armed groups active and present within the country.

25. MONUC will continue to promote the use of the Entebbe logistics hub as a shared resource for other United Nations operations in the region.

D. Partnerships, country team coordination and integrated missions

26. Concrete steps to improve the integration of the Mission and the United Nations country team have been taken in several areas, such as the United Nations Security and Stabilization Support Strategy, which is being implemented jointly by MONUC and United Nations agencies, funds and programmes; the strategy on the protection of civilians, for which Joint Protection Teams have been established; and the establishment of a mechanism to facilitate the access by the United Nations country team to MONUC aircraft. In order to further those efforts, and as requested by the Secretary-General's Policy Committee, the United Nations system has prepared an overarching strategy to guide its work over the next three years (2010-2012), the Integrated Strategic Framework, which brings together various programmatic instruments and strategies of the United Nations system for the peace consolidation phase.

27. The overall aim of the Integrated Strategic Framework for the Democratic Republic of the Congo is: (a) to forge a shared vision of how the United Nations can assist the Government and the people of the Democratic Republic of the Congo to end the long-lasting conflicts in the eastern part of the country, to consolidate peace in other areas, and to accelerate nationally the process of recovery and development; (b) to translate this vision into a single, coherent strategic framework that has clear objectives and priorities, taking full account of the Government's own goals as reflected in the poverty reduction strategy and its priority action plan, and the Stabilization and Reconstruction Plan for eastern Democratic Republic of the Congo; and (c) to strengthen United Nations coordination and management mechanisms to ensure the cohesive implementation of priorities in keeping with the principle of "delivering as one".

28. While providing a common strategic framework for all United Nations system planning, the Integrated Strategic Framework will not replace agency- and mission-specific programming tools. However, the United Nations country team and MONUC will align their programmatic and budgetary provisions to reflect the common strategic priorities identified in the Integrated Strategic Framework.

E. Results-based-budgeting frameworks

29. In order to facilitate the presentation of proposed changes in human resources, six categories of possible action with respect to staffing have been identified. A definition of the terminology with respect to the six categories is contained in annex I.A to the present report.

Executive direction and management

30. Overall mission direction and management are to be provided by the immediate Office of the Special Representative of the Secretary-General.

Table 1
Human resources: executive direction and management

	International staff								
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	*Total*
Office of the Special Representative of the Secretary-General[b] **and Offices of the Deputy Special Representatives**									
Approved posts 2009/10	3	3	17	16	13	**52**	30	3	**85**
Proposed posts 2010/11	3	3	17	19	13	**55**	32	4	**91**
Net change	—	—	—	**3**	—	**3**	**2**	**1**	**6**
Heads of liaison and field offices									
Approved posts 2009/10	—	4	12	—	16	**32**	5	—	**37**
Proposed posts 2010/11	—	4	12	—	16	**32**	5	—	**37**
Net change	—	—	—	—	—	—	—	—	—
Total									
Approved posts 2009/10	3	7	29	16	29	**84**	35	3	**122**
Proposed posts 2010/11	3	7	29	19	29	**87**	37	4	**128**
Net change	—	—	—	**3**	—	**3**	**2**	**1**	**6**

[a] Includes National Officers and national General Service staff.
[b] Includes the Protocol Unit, the Legal Affairs Section, the Quick-impact Projects Unit, the Strategic Planning Cell, the Joint Mission Analysis Cell, the Joint Operations Centre and the Eastern Coordination Office.

Office of the Special Representative of the Secretary-General and Offices of the Deputy Special Representatives

International staff: increase of 3 posts

National staff: increase of 2 posts

United Nations Volunteers: increase of 1 position

31. It is proposed to establish one post of Political Affairs Officer (P-3) in the Eastern Coordination Office and one post of Special Assistant to the Coordinator for the eastern Democratic Republic of the Congo (P-3), to be based in Goma. The post of Coordinator for the eastern Democratic Republic of the Congo was first established during the 2008/09 period under the immediate Office of the Special Representative of the Secretary-General. With the appointment of the Coordinator, the Eastern Coordination Office was established in Goma, reporting directly to the Special Representative of the Secretary-General, with additional reporting lines to the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator) and the Deputy Special Representative of the Secretary-General (Rule of Law). The Eastern Coordination Office manages all activities of various field offices in the east as well as all components of the Mission, including the military and police components, to ensure that the activities are implemented within a comprehensive strategic framework approved by the

Mission, that synergy is created among various activities in order to maximize the use of resources, and that activities are planned and implemented in a synchronized manner to avoid unnecessary delays. The Office also monitors and analyses political trends in the region and coordinates the implementation of both peacekeeping and stabilization activities in the east. The Coordinator has been supported to date by the following personnel: one Political Affairs Officer (P-5) from the Political Affairs Division; one Political Affairs Officer (P-4) on temporary assignment from UNMIS; one Special Assistant to the Coordinator (P-4) redeployed temporarily from the liaison and field offices; and one Administrative Assistant (Field Service) from the liaison and field offices.

32. Under the direct supervision of the Coordinator, the incumbent of the post of Political Affairs Officer (P-3) would monitor and analyse the regional political situation and developments in Burundi, Rwanda, the Sudan and Uganda; monitor and analyse political and security developments in Orientale, North Kivu, South Kivu and Maniema Provinces and the Tanganyika territory of Katanga Province; monitor the political processes, including the Sun City resolutions, the Nairobi Communiqué, the statements of commitment (actes d'engagement), the 23 March Agreement and any further agreements; map trends in security incidents, displacement, crime and military activity to assist in decision-making related to ongoing political, security and military initiatives; provide weekly analytical syntheses to the Coordinator; and provide oral and written briefs as necessary to visitors and staff officers in the forward headquarters. The incumbent would also conduct field visits to areas of responsibility of the Office, as required, and closely coordinate with the political affairs staff in the region to develop a regional understanding of the context within which the Mission has to focus its activities and with the Stabilization Support Unit to ensure that relevant activities are implemented on the basis of political analysis of the region.

33. The incumbent of the post of Special Assistant to the Coordinator (P-3) would ensure that all reporting requirements to headquarters are fully met and that comprehensive records are kept on all the activities of the Office. He or she would organize the travel and meeting schedule of the Coordinator, accompany the Coordinator to meetings to take minutes, keep notes on ongoing initiatives in the region, work closely with the Regional Political Officer of the Political Affairs Division to ensure that political and stabilization initiatives are harmonized, and organize meetings with national and regional ministers, senior officials and officers of the armed forces, donors and senior members of the United Nations country team.

34. In the Office of the Deputy Special Representative of the Secretary-General (Rule of Law), it is proposed to establish one post of Operations Officer (P-3) and one position of Operations Assistant (United Nations Volunteer), taking into account the increased scope of responsibility of the Office. By its resolution 1856 (2008), MONUC was mandated by the Security Council to focus on rule of law, peace consolidation and peacebuilding, as well as the protection of civilians with specific focus on sexual violence, which requires intensive cross-cutting coordination. The Office of the Deputy Special Representative of the Secretary-General (Rule of Law) currently supervises the activities of six substantive offices, including the Office of the Police Commissioner, the Human Rights Office, the Rule of Law Office, the Child Protection Section, the Gender Affairs Section and the Sexual Violence Unit. In addition, the present report contains a proposal to establish a Corrections Unit

under the Office of the Deputy Special Representative of the Secretary-General (Rule of Law).

35. Through the implementation of the integrated mission planning process, the Deputy Special Representative of the Secretary-General (Rule of Law) has been designated as the focal point for sexual and gender-based violence for the United Nations system. The Deputy Special Representative of the Secretary-General (Rule of Law) is a co-chair the United Nations Security and Stabilization Support Strategy/the Stabilization and Reconstruction Plan of eastern Democratic Republic of the Congo funding mechanisms regarding sexual and gender-based violence; participates in the approval of programmes; performs additional representational functions with delegations from Member States and with non-governmental organizations and Government authorities; coordinates with principals of all United Nations agencies, funds and programmes in the Democratic Republic of the Congo and Government authorities; chairs and provides secretariat services for senior-level coordination meetings; and coordinates substantive and logistical support to all national and provincial events on sexual and gender-based violence.

36. Furthermore, the Deputy Special Representative of the Secretary-General (Rule of Law) is the chair of the Rapid Response and Early Warning Cell, which was recently established in order to enhance the Mission's responsiveness to allegations of violations and exactions committed by FARDC forces participating in joint military operations and to ensure compliance with the Mission's mandate on the protection of civilians.

37. The incumbent of the post of Operations Officer (P-3) would support the Deputy Special Representative of the Secretary-General (Rule of Law) in the overall coordination and planning of rule-of-law activities, including the coordination of the Rapid Response and Early Warning Cell, monitor the work of offices and units under the responsibility of the Deputy Special Representative of the Secretary-General (Rule of Law), provide inputs and analyses for programmatic activities of the Office, keep abreast of the latest trends and developments in the area of rule of law and draft briefing notes and minutes of meetings.

38. The incumbent of the post of Operations Assistant (United Nations Volunteer) would participate in meetings, draft talking points and minutes of meetings, process incoming and outgoing correspondence and keep abreast of the latest trends and developments in the area of rule of law.

39. In the Quick-impact Projects Unit in the immediate Office of the Special Representative of the Secretary-General, it is proposed to establish one post of Project Officer (National Officer) and one post of Administrative Assistant (national General Service). The Quick-impact Projects Unit receives recommendations on project proposals from the Project Review Committee that has been set up for each province, reviews the recommendations and supporting documents in accordance with the Quick-impact Projects Policy Directive Guidelines, processes the project proposals for approval by the Special Representative of the Secretary-General and, upon approval, performs the necessary administrative procedures, including the commitment and disbursement of funds. Over the past four financial periods, 444 new quick-impact projects have been approved by the Special Representative of the Secretary-General. The Unit maintains a database on all projects approved by the Special Representative and implemented under the oversight of the heads of offices in each province, which includes information on advances issued, expenditure

reports and the start/end dates of each project for each province and at the overall Mission level. The Unit also provides guidance on the Quick-impact Projects Policy Directive, provides advice on the monitoring of the approved project portfolio, offers suggestions for improvements regarding the implementation of projects, ensures that the Project Review Committee meets as required and that regular meetings on the status of project implementation are held, and undertakes capacity-building of project management skills for Mission personnel.

40. Owing to the limited capacity of local implementation partners and the current workload of its operational support, the Unit has been able to undertake only one annual monitoring visit to each province, resulting in the non-completion of some projects within the three-month implementation time frame and the rollover of the project implementation to the following budget period, which has been the subject of observations of the Board of Auditors for the past few years. The establishment of the two posts would allow the Unit to undertake more frequent monitoring, to address and resolve any issues during project implementation in a timely manner, to assist in expediting the project implementation, and to improve the completion rates of projects.

41. The incumbent of the Project Officer post (National Officer) would provide technical support to the heads of offices and closely monitor the implementation of projects, while the incumbent of the Administrative Assistant post (national General Service) would be responsible primarily for the processing of the recommendations of the Project Review Committee and for the administrative tasks related to the quick-impact projects portfolio.

Component 1: stable security environment

42. Component 1, stable security environment, reflects the Mission's main priority of ensuring the improved protection of the civilian population and humanitarian personnel under imminent threat of violence, in particular from any of the parties engaged in the conflict. MONUC also aims to support efforts to stabilize conflict-affected areas where ongoing military operations are targeting and dislodging foreign armed groups, including support for disarmament, demobilization and reintegration processes. The main tasks in the 2010/11 period will include: (a) increasing humanitarian access and assistance; (b) preventing and mitigating the humanitarian consequences of military operations in the eastern Democratic Republic of the Congo; and (c) facilitating the return of internally displaced persons and refugees. Those objectives will be achieved through the development of joint civilian and military strategies and contingency plans, which will aim at improving the Mission's capacity to protect civilians, including regular missions of the Joint Protection Teams; the provision of support to the Government in establishing functioning administrative structures aimed at stabilizing the east in the provinces of North Kivu, South Kivu and Orientale by expanding and consolidating State authority in areas formerly controlled by armed groups; disarming illegal armed groups; arranging for the release of children associated with armed groups; and the provision of logistical support for joint military operations with FARDC. Furthermore, within the framework of the United Nations Security and Stabilization Support Strategy and the plan of the Government of the Democratic Republic of the Congo on the stabilization and reconstruction of the eastern part of the country, MONUC will assist the Government in training and deploying civil administrators, continuing the restoration of State authority in unstable areas in order to facilitate

the delivery of humanitarian and early recovery assistance and improved delivery of essential services for the benefit of the population, creating conditions for the return of internally displaced persons and refugees. Since the World Bank-funded National Programme on Disarmament, Demobilization and Reintegration ends during the 2009/10 period, MONUC will intensify its efforts in support of the disarmament, demobilization and reintegration process in the provinces of North and South Kivu and Ituri.

Expected accomplishments	*Indicators of achievement*
1.1 Improved protection of civilians in the Democratic Republic of the Congo	1.1.1 Reduction in the total number of persons internally displaced owing to armed conflicts (2008/09: 1,817,429; 2009/10: 810,000; 2010/11: 700,000)
	1.1.2 Increase in the total number of joint assessment and protection missions to insecure areas (2008/09: 585; 2009/10: 534; 2010/11: 678)
	1.1.3 Reduction in the number of casualties among the local population from accidents caused by mines and explosive remnants of war (2008/09:105; 2009/10: 90; 2010/11:60)

Outputs

- 240 daily patrols by contingent troops in priority areas, including those with high numbers of reports of incidences of sexual and gender-based violence
- 50 company operating bases within the priority areas of Ituri and North and South Kivu to monitor and deter attacks against civilians
- 365 joint patrols (1 joint patrol x 365 days) by formed police personnel and the Congolese National Police (PNC) around camps for internally displaced persons and other targeted areas in order to protect the civilian population
- Multimedia public information campaigns and outreach programmes through Radio Okapi broadcasts 24 hours a day, 7 days a week, over 33 geographically dispersed FM transmitters, the shortwave network and on the Radio Okapi website; biweekly production of "MONUC Realités" video programme broadcast on 19 local television stations to explain the Mission's mandate and to provide reliable information
- Tasking, monitoring and quality control for clearance and verification of a total of 500,000 m^2 in the Democratic Republic of the Congo of areas contaminated by mines or explosive remnants of war, clearing 100 locations of explosive remnants of war and destruction of 7 ammunition stockpiles, in coordination with international partners
- Coordination of mine risk education for 700,000 people, including internally displaced persons, refugees and local communities, through implementing partners
- Survey operations on clearance of mines and explosive remnants of war in two provinces (Kasai Occidental and Equator)

Expected accomplishments	*Indicators of achievement*
1.2 Stabilization of sensitive areas in eastern Democratic Republic of the Congo	1.2.1 Increase in the number of State representatives deployed in 5 stabilized areas in which the United Nations Security and Stabilization Support Strategy has been implemented (North Kivu, South Kivu, Orientale Maniema and North Katanga provinces) (2008/09: 240 representatives; 2009/10: 480 representatives; 2010/11: 500 representatives) 1.2.2 Reduction in the reported number of armed conflicts (2008/09: 242; 2009/10: 180; 2010/11: 120)

Outputs

- Rehabilitation of 20 administrative offices for State representatives, in coordination with donors and the United Nations country team, in North and South Kivu and Orientale provinces
- Rehabilitation of 690 kms of six priority road axes in support of the stabilization in the eastern Democratic Republic of the Congo
- Organization of 20 capacity-building workshops for 25 State representatives in each of 20 administrative offices, in coordination with the United Nations country team, on decentralization, public administration competencies, planning and budgeting of local development and stabilization projects
- 3 long-term joint operations and an average of 50 short-term logistical and medical support operations per month with FARDC in eastern Democratic Republic of the Congo to disarm illegal armed groups, release children associated with armed groups and prevent the provision of support to illegal armed groups
- 19 flight hours daily in support of patrols, joint operations and other activities
- 56 missions (4 missions x 14 regions) comprising local authorities, the United Nations country team and representatives of civil society, including women's organizations and humanitarian and development non-governmental organizations, to map and qualify local conflicts, identify actors involved, and document and share information with key stakeholders in the 14 regions of the 11 provinces of the country
- 14 workshops and forums in 14 regions to train local authorities and civil society, including women's organizations, on conflict prevention and resolution and on building the capacities of the provincial conflict resolution committees upon their establishment
- Provision of advice on the establishment of 11 provincial conflict resolution committees to map, identify, prevent and manage the root causes of conflicts

Expected accomplishments	*Indicators of achievement*
1.3 Disarmament and demobilization of former combatants in the Democratic Republic of the Congo	1.3.1 Increase in the total number of disarmed Congolese male and female ex-combatants demobilized (2008/09: 98,088; 2009/10: 251,893; 2010/11: 255,000)

1.3.2 Increase in the total number of children associated with armed groups released (2008/09: 38,336; 2009/10: 41,291; 2010/11: 42,091)

Outputs

- Provision of security and logistical support to national disarmament, demobilization and reintegration programmes
- Multimedia public information campaign, including 24 Radio Okapi interviews, 1 web interview and 8 video interviews, for all armed groups and FARDC to sensitize combatants and inform the public on disarmament, demobilization and reintegration programmes
- 24 biweekly meetings with national disarmament, demobilization and reintegration authorities, the Structure militaire d'intégration of FARDC and civilian authorities on the coordination and implementation of disarmament, demobilization and reintegration programmes, with special focus on community reintegration programmes
- Advice, through biweekly meetings, to the Unité d'exécution du programme national de désarmement, démobilisation et réinsertion on the implementation of the national disarmament, demobilization and reintegration programme, including the need to consider different requirements of male and female ex-combatants
- 12 monthly meetings with national authorities, United Nations agencies and non-governmental organizations to coordinate the release of 800 children from armed groups and their transfer to transit care facilities and/or their communities
- 24 biweekly meetings with military groups and FARDC, civilian authorities and community leaders on gaining access to and releasing children from armed groups
- 10 field missions to monitor the presence of access to and release of children from armed groups
- 12 donor meetings on resource mobilization for the community reintegration programme
- Destruction of unserviceable weapons collected during the disarmament, demobilization and reintegration process in all eastern provinces and handover of serviceable weapons to FARDC

External factors

Policies of the authorities of the Democratic Republic of the Congo; actions of the authorities of the Democratic Republic of the Congo with regard to national disarmament, demobilization and reintegration programmes; availability of international humanitarian assistance; availability of donor resources for stabilization programmes; voluntary contributions for disarmament, demobilization and reintegration; adherence of all parties to commitments of peace agreements

Table 2
Human resources: component 1, stable security environment

Category									*Total*
I. Military contingents									
Approved 2009/10									**17 883**
Proposed 2010/11									**16 863**
Net change									**(1 020)**
II. Formed police units									
Approved 2009/10									**550**
Proposed 2010/11									**550**
Net change									—
	International staff								
III. Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Office of the Force Commander									
Approved posts 2009/10	1	2	1	—	3	**7**	5	—	**12**
Proposed posts 2010/11	1	2	1	—	3	**7**	5	—	**12**
Net change	—	—	—	—	—	—	—	—	—
Office of the Police Commissioner									
Approved posts 2009/10	—	1	1	3	3	**8**	1	1	**10**
Proposed posts 2010/11	—	1	2	4	2	**9**	1	—	**10**
Net change	—	—	**1**	**1**	**(1)**	**1**	—	**(1)**	—
Stabilization Support Unit									
Approved posts 2009/10	—	—	1	2	—	**3**	1	—	**4**
Proposed posts 2010/11	—	—	2	5	—	**7**	1	1	**9**
Net change	—	—	**1**	**3**	—	**4**	—	**1**	**5**
Mine Action Liaison Unit									
Approved posts 2009/10	—	—	—	1	1	**2**	—	—	**2**
Proposed posts 2010/11	—	—	—	—	—	—	—	—	—
Net change	—	—	—	**(1)**	**(1)**	**(2)**	—	—	**(2)**
Subtotal, civilian staff									
Approved posts 2009/10	1	3	3	6	7	**20**	7	1	**28**
Proposed posts 2010/11	1	3	5	9	5	**23**	7	1	**31**
Net change	—	—	**2**	**3**	**(2)**	**3**	—	—	**3**
Total (I-III)									
Approved 2009/10									**18 461**
Proposed 2010/11									**17 444**
Net change									**(1 017)**

[a] Includes National Officers and national General Service staff.

Office of the Police Commissioner

International staff: net increase of 1 post

United Nations Volunteers: decrease of 1 position

43. It is proposed to establish one post of Police Reform Coordinator (P-4) and one post of Chief Operations Officer (P-3).

44. The police component of the Mission has a specific mandate to enhance the institutional development and operational effectiveness of the Congolese National Police (PNC) and has supplemented its core activities of training and advising PNC with a special focus on police reform. Police experts of the Mission work within the eight working groups of the Police Reform Steering Committee, which is tasked with the development and launch of projects, such as the establishment of the border police, the establishment of a police audit service and implementation of the police census.

45. Based on the recommendations of the Standing Police Capacity, a rapid response unit of the United Nations Police Division, the MONUC police component revised its concept of operations in order to strengthen its monitoring, technical assistance and training strategies, with a greater focus on senior and middle-level police officers. The revised concept of operations emphasizes activities in support of the work of the executive secretariat of the Police Reform Steering Committee to complete reform preparatory work, providing support to the Inspector General of PNC for the implementation of reform-related projects, and supporting the efforts of developing police accountability and oversight mechanisms. At the same time, the police component will play a key role in the restoration of State authority within the framework of the United Nations Security and Stabilization Support Strategy in the eastern Democratic Republic of the Congo, while in the west, it will monitor progress in the consolidation of security, assist local authorities in the development and implementation of essential police reform measures, in collaboration with other international partners, and strengthen the operational capacity of the local authorities.

46. The incumbent of the proposed post of Police Reform Coordinator (P-4) would be responsible for the implementation of the overall police reform programme developed by the Police Reform Steering Committee and provide support to the completion of the thematic action plans for police reform; advise the leadership of PNC on the implementation of the reform projects; assist in the implementation of the reform initiatives at the provincial level and in the establishment of mechanisms to link police reform to the broader security sector reform framework; and supervise all training activities in support of the capacity-building and the reform of PNC. These functions are currently being performed by a police officer who is on secondment to the United Nations. In order to ensure the continuity of the work, the services of a civilian staff member with extensive experience in police reform would be required.

47. The incumbent of the proposed post of Chief Operations Officer (P-3) would report to the Police Commissioner, on a daily basis, all incidents that occur across the Mission area for rapid and efficient responses; develop operational plans to ensure a coordinated, rational and efficient implementation of work, especially in the areas of institutional development and capacity-building of PNC through training, monitoring, technical assistance, implementation of the police reform

programme and operational coordination of the Mission's police support to the stabilization strategy in the east; supervise, coordinate and control the activities of the entire United Nations police sectors and sub-sectors; and assist the Police Commissioner in exercising the operational command of the formed police units.

48. It is also proposed that one post of Administrative Assistant (Field Service) be redeployed to the Civil Affairs Office and that one position of Translator (United Nations Volunteer) be reassigned to a position of Liaison Officer in the Security Sector Reform Unit.

Stabilization Support Unit

International staff: increase of 4 posts

United Nations Volunteers: increase of 1 position

49. It is proposed to change the name of the Regional Stabilization Unit to the Stabilization Support Unit. Following the formal establishment of the United Nations stabilization coordination mechanisms, it was decided by the United Nations system and international partners to rename the Unit.

50. Following the launch of the United Nations Security and Stabilization Support Strategy for eastern Democratic Republic of the Congo in 2008, the Government launched the Stabilization and Reconstruction Plan for eastern Democratic Republic of the Congo, based on the existing Amani Programme and the ongoing Security and Stabilization Support Strategy, in February 2009. The Plan refers to the extension of stabilization and recovery efforts to wider geographical areas than originally anticipated and incorporates new thematic priorities that have emerged, such as illicit exploitation of natural resources. The original staffing requirements proposed in the 2009/10 budget were predicated on six geographical areas of focus (6 road axes). At the request of the Government, the areas have now been expanded to cover additional provinces (Maniema, North Katanga), additional districts (including Haut/Bas Uele) and additional territories within the originally targeted provinces (such as Walikale). This expansion has necessitated dedicated support capacities in each of the provinces to support the Mission heads of offices and sections in the delivery of stabilization efforts.

51. Furthermore, the establishment of the Stabilization and Recovery Funding Facility in 2009 has increased the responsibilities of the Unit, in particular with respect to the provision of support to the Government and various sections within the Mission in the development of project proposals, in the management of funds and in ensuring adequate and regular reporting, monitoring and evaluation of stabilization activities. The Stabilization and Recovery Funding Facility relies heavily on the Stabilization and Reconstruction Plan for eastern Democratic Republic of the Congo, the United Nations Security and Stabilization Support Strategy and the established coordination structures in each province of eastern Democratic Republic of the Congo and in Kinshasa. Those coordination mechanisms require dedicated staff in order to be adequately supported and managed.

52. On the basis of the above, it is proposed to strengthen the Stabilization Support Unit with one post of Regional Programme Adviser (P-4) based in Kinshasa, three Provincial Coordination Officer posts (P-3) (through the establishment of 2 new posts and the reassignment of 1 post of Mine Action Officer from the Mine Action

Liaison Unit) to be based in Goma, Ituri and Bukavu, and one position of Stabilization Support Officer (United Nations Volunteer) to be based in Maniema, reporting directly to the Coordinator of the eastern Democratic Republic of the Congo while retaining close coordination with the integrated office in Kinshasa.

53. The incumbent of the Regional Programme Adviser post (P-4) would be responsible for providing advice and support to all international and national partners on the development, implementation, management and revision of stabilization programmes and programme strategies within the framework of the United Nations Security and Stabilization Support Strategy and undertake period review and revisions of the integrated strategic framework. He or she would identify and address issues related to programme implementation, including issues on the programmatic capacities of implementing partners, and support the revisions of programmes, as required. The incumbent would also be responsible for coordinating the development of project proposals for submission to the Stabilization and Recovery Funding Facility and ensuring the conformity of programmes with the integrated strategic framework and the submission criteria of proposals.

54. The incumbents of the Provincial Coordination Officer posts (P-3) would be responsible for ensuring the operational coordination of stabilization interventions at the provincial level within the framework of the Joint Technical Committees, which are the primary coordinating mechanism at the provincial levels with the Government and the United Nations partners, in close coordination with local authorities and the Mission heads of offices. The incumbents would ensure that the implementing sections of the Mission and other implementation partners adhere to the provincial implementation plans, assist the Joint Technical Committees in exercising their oversight functions, chair ad hoc coordination meetings and prepare periodic progress reports.

55. The incumbent of the Stabilization Support Officer position (United Nations Volunteer) would be responsible for assisting the Provincial Coordination Officers in their coordination and oversight tasks, which include support for reporting on and tracking of activities, drafting progress reports and following up on actions agreed at coordination meetings.

Mine Action Liaison Unit

International staff: decrease of 2 posts

56. It is proposed to reassign one post of Mine Action Officer (P-3) to the Stabilization Support Unit and one post of Administrative Assistant (Field Service) to the Disarmament, Demobilization, Repatriation, Reinsertion and Resettlement Section/Disarmament, Demobilization and Reintegration, as explained in paragraphs 52 and 58 of the present report.

Component 2: territorial security of the Democratic Republic of the Congo

57. Component 2, territorial security of the Democratic Republic of the Congo, includes the provision of support to the voluntary repatriation of foreign ex-combatants and their dependants from Congolese territory, the provision of assistance to the Government of the Democratic Republic of Congo in developing effective border controls in order to identify and curtail the provision of support to illegal armed groups from the illicit trade of natural resources of the country, and

the provision of support to the enhancement of regional security. With the integration and/or demobilization of the Congrès national pour la défense du peuple and other armed groups into FARDC and progress made in the framework of the peace agreements of 23 March 2009 following the resumption of diplomatic relations between the Democratic Republic of the Congo, Burundi, Rwanda and Uganda in 2009/10, the Mission's priorities will be to: (a) support FARDC in dislodging FDLR and LRA elements from their strongholds and accelerate voluntary repatriation of remaining foreign ex-combatants and their dependants in other areas, with particular focus on children associated with armed groups; (b) emphasize its efforts towards combating illegal exploitation of natural resources by assisting the Government in establishing the necessary structures to control mining of natural resources in the Kivus and monitor, report and intercept the illegal trade of mineral resources through joint inspections with the Government at national entry points; and (c) facilitate, through the provision of good offices and logistical support, the strengthening of normalization of relations between the Democratic Republic of the Congo, Burundi, Rwanda and Uganda and the enhancement of regional mechanisms.

Expected accomplishments	*Indicators of achievement*
2.1 Disarmament, demobilization and repatriation of foreign armed groups in the Democratic Republic of the Congo	2.1.1 Increase in the total number of remaining foreign ex-combatants and their dependants repatriated (2008/09: 19,387; 2009/10: 26,193; 2010/11: 30,193)
	2.1.2 Increase in the total number of remaining children from foreign armed groups released and repatriated (2008/09: 126; 2009/10: 186; 2010/11: 251)

Outputs

- Logistical support for the repatriation of 4,000 foreign ex-combatants and dependants to their countries of origin
- Conduct of 12 radio sensitization campaigns on a daily basis, 1 multimedia public information campaign to inform local populations and sensitize foreign combatants, and 6 information and sensitization campaigns with leaflets in French, Lingala and Swahili, including 24 field missions, to sensitize remaining foreign combatants and dependants in the Democratic Republic of the Congo
- 4 coordination meetings with the Rwanda Demobilization and Reintegration Commission in the Democratic Republic of the Congo
- 24 meetings with FARDC authorities to coordinate military operations against foreign armed groups
- 3 meetings with FARDC, represented both by general staff and the Structure militaire d'intégration, and foreign armed groups to ensure the identification and release of remaining children in those groups
- 10 meetings with the United Nations agencies and the International Committee of the Red Cross to advocate for and monitor the repatriation of children to their countries of origin

Expected accomplishments	*Indicators of achievement*
2.2 Enhanced border control in the Democratic Republic of the Congo to combat the trafficking of arms and illicit trade in natural resources	2.2.1 Increase in the number of interceptions of shipments of illegal arms by arms inspectors (2008/09: 2; 2009/10: 5; 2010/11: 8)

	2.2.2 Establishment of four additional government offices in the Kivus to control the mining of natural resources (2009/10: 6; 2010/11: 10)
	2.2.3 Increase in the number of artisanal miners that enter into the formal mining market (2008/09: 0; 2009/10: 1,000; 2010/11: 2,500)

Outputs

- 7 military observer patrols per day to monitor the borders of the Democratic Republic of the Congo with Rwanda and Uganda
- 4 riverine patrols per day to monitor the borders of the Democratic Republic of the Congo with Rwanda and Uganda
- 34 military contingent patrols per day by the Ituri, North Kivu and South Kivu Brigades along the borders of the Democratic Republic of the Congo with Burundi, Rwanda and Uganda
- 25 joint inspections with the Government at airports, landing strips, seaports and routes in North and South Kivu to verify mineral trades
- 4 training sessions on the control of illegal exploitation of natural resources to government inspectors involved in joint inspections
- 3 training sessions on airport monitoring, aircraft identification, tracing and tracking the mineral trade, lakes, road and border crossings, and truck and boat ownership, in coordination with international partners, for inspectors from the Ministry of Mines and associated entities, such as the Ministry of Environment, the Administration of Mines, the Service d'assistance et d'encadrement du small-scale mining, Cadastre minier, Centre d'évaluation, d'expertise et de certification and the Institut Congolais pour la conservation de la nature, in support of the establishment of the four additional government offices in North and South Kivu

Expected accomplishments	*Indicators of achievement*
2.3 Progress towards the establishment of regional security mechanisms and normalized relationships with neighbouring countries for the management of stability in the Great Lakes	2.3.1 Increase in the number of meetings among key officials of the Ministries of Defence, Foreign Affairs and Regional Relations of the Democratic Republic of the Congo, Burundi, Rwanda and Uganda on the political, security and economic areas (2009/10: 40; 2010/11: 50)
	2.3.2 No reported cases of armed groups using territories of neighbouring States as staging grounds (2008/09: 0; 2009/10: 0; 2010/11: 0)
	2.3.3 Adoption by Parliaments of States in the Great Lakes region of legislation to move forward on bilateral cooperation and regional cooperation in the framework of the Communauté économique des pays des Grands Lacs (Economic Community of the Great Lakes Countries) and the Pact on Security, Stability and Development in the Great Lakes region on cross-border economic, security and human rights issues

Outputs

- Provision of good offices and logistical support for the weekly meetings of the Joint Monitoring Group Task Force (the Democratic Republic of the Congo, Rwanda, European Union, African Union, the International Conference on the Great Lakes Region, the United States of America and MONUC) to monitor the implementation of the Nairobi Communiqué on the disarmament of FDLR
- Participation in 4 meetings of the Rwanda-Democratic Republic of the Congo Permanent Commission
- Participation in 100 meetings with senior officials, including at the ministerial level, and civil society of the Democratic Republic of the Congo, Burundi, Rwanda and Uganda to facilitate regular bilateral and multilateral consultations on practical arrangements related to foreign armed groups and regional security issues, border problems, cross-border economic cooperation and inter-parliamentary relations, following the normalization of relations
- Participation in 2 regional meetings to strengthen women's contribution to the advancement of regional security within the framework of the International Conference on the Great Lakes Region
- Participation in 4 meetings of the Tripartite Plus Commission (Burundi, the Democratic Republic of the Congo, Rwanda, Uganda and the United States of America)
- Participation in 4 meetings of the Tripartite Commission, convened under the aegis of the Office of the United Nations High Commissioner for Refugees, with the Democratic Republic of the Congo and Rwanda on refugee returns
- Secretariat support to 4 meetings of the Joint Verification Mechanism between the Democratic Republic of the Congo and Rwanda
- Participation in weekly meetings with the Group of Experts to provide information on the arms embargo and arms flows to the Democratic Republic of the Congo

External factors

The assistance and cooperation of concerned Member States, through policies and actions, will enable progress in establishing the territorial security of the Democratic Republic of the Congo; actions of the Government of the Democratic Republic of the Congo and Governments of neighbouring States in contributing to political reconciliation and stability

Table 3
Human resources: component 2, territorial security of the Democratic Republic of the Congo

Category	*Total*
I. Military observers	
Approved 2009/10	**760**
Proposed 2010/11	**760**
Net change	—
II. Military contingents	
Approved 2009/10	—
Proposed 2010/11	**1 020**
Net change	**1 020**

III. Civilian staff	International staff						National staff[a]	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal			
Disarmament, Demobilization, Repatriation, Reinsertion and Resettlement Section									
Approved posts 2009/10	—	1	6	11	5	**23**	13	14	**50**
Proposed posts 2010/11	—	1	6	14	6	**27**	13	14	**54**
Net change	—	—	—	**3**	**1**	**4**	—	—	**4**
Office of the Special Envoy of the Secretary-General on the Great Lakes Region									
Approved temporary positions[b] 2009/10	2	—	3	3	3	**11**	5	—	**16**
Proposed temporary positions[b] 2010/11	—	—	—	—	—	—	—	—	—
Net change	**(2)**	—	**(3)**	**(3)**	**(3)**	**(11)**	**(5)**	—	**(16)**
Subtotal, civilian staff									
Approved posts 2009/10	—	1	6	11	5	**23**	13	14	**50**
Proposed posts 2010/11	—	1	6	14	6	**27**	13	14	**54**
Net change	—	—	—	**3**	**1**	**4**	—	—	**4**
Approved temporary positions[b] 2009/10	2	—	3	3	3	**11**	5	—	**16**
Proposed temporary positions[b] 2010/11	—	—	—	—	—	—	—	—	—
Net change	**(2)**	—	**(3)**	**(3)**	**(3)**	**(11)**	**(5)**	—	**(16)**
Total (I-III)									
Approved 2009/10									**826**
Proposed 2010/11									**1 834**
Net change									**1 008**

[a] Includes National Officers and national General Service staff.

[b] Funded under general temporary assistance.

Disarmament, Demobilization, Repatriation, Reinsertion and Resettlement Section/Disarmament, Demobilization and Reintegration

International staff: increase of 4 posts

58. It is proposed to establish two posts of Disarmament, Demobilization, Repatriation, Reinsertion and Resettlement Officer (P-3), based in Kalemie (North Katanga) and Kindu (Maniema), and one post of Programme Officer (P-3), based in Goma, and to reassign the post of Administrative Assistant (Field Service) from the Mine Action Liaison Unit to perform the functions of a Disarmament, Demobilization, Repatriation, Reinsertion and Resettlement Officer (Field Service) in Kongolo (North Katanga).

59. The recent military operations in the eastern Democratic Republic of the Congo have driven foreign combatants from the Kivus to the provinces of Maniema and North Katanga, where there are no disarmament, demobilization, repatriation, reinsertion and resettlement offices. Without any presence of the disarmament, demobilization, repatriation, reinsertion and resettlement programme, there are risks

that a foreign armed group will reinforce its strength by recruiting the local population. In addition, the national disarmament, demobilization and reintegration programme funded by the World Bank is expected to end in February 2010 without having processed all caseloads in the Kivus and Ituri. In order to ensure the presence of disarmament, demobilization, repatriation, reinsertion and resettlement/ disarmament, demobilization and reintegration programmes in all provinces of the eastern Democratic Republic of the Congo, it is proposed to strengthen the Section.

60. Under the direct supervision of the Head of the Section, the incumbents of the three proposed posts of Disarmament, Demobilization, Repatriation, Reinsertion and Resettlement Officers (2 P-3 and 1 Field Service) would undertake sensitization campaigns for foreign combatants to volunteer for repatriation and to support the national disarmament, demobilization and reintegration process. They would formulate a strategy and prepare action plans to increase the number of ex-combatants participating in the disarmament, demobilization, repatriation, reinsertion and resettlement/disarmament, demobilization and reintegration programmes in the region. They would also be responsible for all managerial, administrative and logistical activities related to the opening of new offices in Maniema and North Katanga.

61. The incumbent of the proposed Programme Officer post (P-3) would design and implement a monitoring and evaluation system for the activities of the Section, in accordance with a recent internal oversight recommendation, to establish a standardized monitoring and evaluation system for the disarmament, demobilization and reintegration programme to assess its impacts throughout the programme cycle.

Office of the Special Envoy of the Secretary-General on the Great Lakes Region

International staff: decrease of 11 temporary positions

National staff: decrease of 5 temporary positions

62. In view of the success achieved in substantially meeting the objectives of his mandate, the Special Envoy proposed to step back from direct engagement in facilitating the peace process in eastern Democratic Republic of the Congo after submitting a final report to the African Union and the International Conference on the Great Lakes Region in early 2010. However, the Special Envoy and his co-facilitator remain available in the event of a serious deterioration in the political situation in eastern Democratic Republic of the Congo and the Great Lakes region. The Special Adviser and the small support office in Nairobi will end their functions in June 2010. On this basis, it is proposed to abolish the Office of the Special Envoy of the Secretary-General on the Great Lakes Region, comprising 16 temporary positions as follows: the Special Envoy of the Secretary-General (Under-Secretary-General), the Senior Special Adviser and Head of Office (Assistant Secretary-General), Senior Political Affairs Officer (P-5), Chief of Staff (P-5), Political Affairs Officer (P-4), Political Affairs Officer (P-3), Personal Assistant to the Special Envoy and the Senior Special Adviser (Field Service), Administrative Assistant for the substantive staff (Field Service), Security/Protection Coordination Officer (P-3), Close Protection Team Leader (Field Service), Administrative Officer (P-3), Administrative Assistant (national General Service) and four drivers (national General Service).

Component 3: security sector reform

63. Component 3, security sector reform, reflects the Mission's priority to make progress towards the creation of capable and accountable armed forces in the Democratic Republic of the Congo. The main priorities during the 2010/11 period will, with other international partners, continue to be to train, equip and sustain FARDC battalions currently engaged in joint operations and strengthen their accountability; to facilitate the coordination of international partners engaged in supporting national security sector reform efforts; to provide technical advice and support to the Government of the Democratic Republic of the Congo on the reform of the defence sector and support for the development of a coherent security sector reform strategy; to lead the coordination, within the United Nations system, on security sector reform; and to establish a vetting mechanism to select candidates for key posts in the Government of the Democratic Republic of the Congo and FARDC.

64. The Mission will enhance the operational capacity of PNC through the provision of technical advice on the development and implementation of essential police reform measures and training of the PNC personnel deployed along the priority axes in the eastern Democratic Republic of the Congo within the framework of the United Nations Security and Stabilization Support Strategy. The police experts of MONUC will participate within the eight working groups of the Police Reform Steering Committee to: develop and launch specific projects on the establishment of a border police service and the establishment of a police audit service; undertake the police census/identification process; and enhance their monitoring, technical advising and training strategies with a greater focus on senior and mid-level national police officers. The Mission will continue to focus on the training of civil judicial personnel, in particular corrections personnel and military justice personnel, and will focus its efforts on the implementation of reform of the penitentiary system, including security challenges, such as the escape of criminals from prison, and the introduction of accountability, which will have an impact on prison conditions, such as starvation, by providing strategic advice to senior officials of the Ministries of Justice and Defence.

Expected accomplishments	*Indicators of achievement*
3.1 Progress towards the creation of capable and accountable armed forces in the Democratic Republic of the Congo	3.1.1 Reduction in the number of reported human rights violations by FARDC (2008/09: 722; 2009/10: 464; 2010/11: 440)
	3.1.2 Increase in total number of FARDC battalions trained under the Main Training Project (2008/09: 7; 2009/10: 27; 2010/11: 35)
	3.1.3 Establishment and implementation of a vetting mechanism for the selection of candidates for key posts in the armed forces by the Government of the Democratic Republic of the Congo
	3.1.4 Establishment of a regular forum for information-sharing among bilateral and multilateral partners as well as national authorities on security sector reform

Outputs

- Development of an exit strategy that reflects a progressive transfer of military responsibilities to FARDC
- Provision of advice, through weekly meetings with the Government of the Democratic Republic of the Congo's working groups, on the reform of the defence sector
- Monthly consultations with international partners and the Government of the Democratic Republic of the Congo to coordinate activities on the reform of the defence sector and to build support for and coherence of the security sector reform strategy
- Training for 8 battalions on individual basic skills and collective unit skills
- 24 biweekly meetings with senior military officials to report and advise on FARDC misconduct, crimes and abuses, including crimes against children
- Development of a new training and monitoring concept in coordination with the European Union Security Sector Reform Mission, the United Nations Development Programme and bilateral partners under the lead of FARDC
- Advice to the Government of the Democratic Republic of the Congo to facilitate gender-sensitive reform of the armed forces, including strategies to guide the increased recruitment and retention of women

Expected accomplishments	*Indicators of achievement*
3.2 Progress in the development of a capable and accountable national police service	3.2.1 Reduction in reported cases of human rights violations by the Congolese National Police (2008/09: 958; 2009/10: 336; 2010/11: 320)
	3.2.2 Increase in the total number of deployed PNC personnel trained in basic skills, including a total number of 13,300 females (2008/09: 67,614; 2009/10: 85,297; 2010/11: 95,884)
	3.2.3 Completion of the census of the PNC personnel

Outputs

- Advice to the Government of the Democratic Republic of the Congo and senior PNC personnel on the development and implementation of essential police reform measures, including thematic action plans for police reform in collaboration with other partners, including representatives of the Minister of Interior, the Inspector General of PNC, civil society, national and international partners, and the European Union Police Mission
- Participation in the follow-up and evaluation of the implementation of police reform activities and projects proposing amendments under the work of the Police Reform Steering Committee
- Conduct of 44 police refresher training courses for 10,587 PNC personnel in 14 locations on main policing domains, such as crowd control techniques, judicial police, investigation techniques, road traffic regulation, intelligence gathering and analysis, special anti-criminality squads, non-lethal policing and negotiation techniques in the maintenance of public order, and to respond to sexual and gender-based violence crimes
- 17,155 patrols by formed police units (on average, 6 patrols per day per unit for the 8 formed police units)
- Conduct of 480 meetings with senior officials of the PNC to advise on PNC personnel misconduct and involvement in crimes and related abuses, including crimes against children and vulnerable persons (2 meetings/month x 19 sectors/sub-sectors x 12 months + 2 x 12 meetings at the headquarters level) with the Inspector General of PNC

Expected accomplishments	*Indicators of achievement*
3.3 Progress in the establishment of functioning and independent judicial and penitentiary systems	3.3.1 Engagement of 5 national investigation teams, consisting of FARDC, PNC judicial police and investigating magistrates specialized in sex crimes, crimes against humanity and war crimes, in support of national and international prosecutions 3.3.2 Strengthen security in 10 prisons in the Democratic Republic of the Congo through enhanced prison security training and enforcement of prison procedures (2008/09: 0; 2009/10: 2; 2010/11: 10) 3.3.3 Deployment of 50 magistrates in eastern Democratic Republic of the Congo

Outputs

- Provision of advice to national and provincial justice sector officials and international partners to prioritize efforts to strengthen the judiciary, prisons and justice sector administration, including resource mobilization efforts, taking into account gender-sensitive approaches and including provision for minors, sexual violence and serious crimes
- Deployment of 5 prosecution support cells, comprising military, police and civilian personnel from MONUC, to eastern provinces to mentor and support Congolese prosecutors and investigators
- Facilitation of 11 training courses for 250 judicial personnel (magistrates, court support staff and judicial police) on court management and administration of justice
- Facilitation of 11 military justice sensitization courses for 600 soldiers, military justice personnel and national authorities
- Conduct of 88 training or mentoring sessions for 500 magistrates and judicial personnel on investigations and prosecutions of serious crimes, including sexual violence
- Advice to national and provincial authorities to professionalize prison operations on key elements of prison reform in the Democratic Republic of the Congo, including 12 training courses in basic prison management and daily mentoring sessions for 400 prison security forces, prison wardens and other prison staff
- Deployment of 58 Corrections Officers to co-locate in 29 prisons in the eastern Democratic Republic of the Congo
- Organization of 4 training workshops on basic principles of prison security for national prison staff and other authorities
- Conduct of 2 seminars on prison reform in the Democratic Republic of the Congo with national and international stakeholders

External factors

Policies of the Democratic Republic of the Congo; availability of donor assistance for military justice and corrections; availability of donor assistance to police programmes; availability of donor assistance to justice and corrections programmes

Table 4
Human resources: component 3, security sector reform

Category	*Total*
I. United Nations police	
Approved 2009/10	**391**
Proposed 2010/11	**391**
Net change	—
II. Formed police units	
Approved 2009/10	**500**
Proposed 2010/11	**500**
Net change	—
III. Government-provided personnel	
Approved 2009/10	**14**
Proposed 2010/11	**64**
Net change	**50**

	International staff								
IV. Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Security Sector Reform Unit									
Approved posts 2009/10	—	1	1	1	1	**4**	1	1	**6**
Proposed posts 2010/11	—	1	2	2	1	**6**	1	2	**9**
Net change	**—**	**—**	**1**	**1**	**—**	**2**	**—**	**1**	**3**
Rule of Law Office									
Approved posts 2009/10	—	1	8	9	1	**19**	16	—	**35**
Proposed posts 2010/11	—	1	6	9	1	**17**	16	—	**33**
Net change	**—**	**—**	**(2)**	**—**	**—**	**(2)**	**—**	**—**	**(2)**
Corrections Unit									
Approved posts 2009/10	—	—	—	—	—	**—**	—	—	**—**
Proposed posts 2010/11	—	—	3	3	1	**7**	—	2	**9**
Net change	**—**	**—**	3	3	1	**7**	—	2	**9**
Subtotal, civilian staff									
Approved posts 2009/10	—	2	9	10	2	**23**	17	1	**41**
Proposed posts 2010/11	—	2	11	14	3	**30**	17	4	**51**
Net change	**—**	**—**	**2**	**4**	**1**	**7**	**—**	**3**	**10**
Total (I-IV)									
Approved 2009/10									**946**
Proposed 2010/11									**1 006**
Net change									**60**

[a] Includes National Officers and national General Service staff.

Security Sector Reform Unit

International staff: increase of 2 posts

United Nations Volunteers: increase of 1 position

65. Security sector reform has been identified as one of the three core tasks of the Mission's mandate under Security Council resolution 1906 (2009) and is an important part of the Mission's exit strategy. The Security Sector Reform Unit currently comprises the Head of the Unit (D-1), who is supported by a team of five staff (1 P-4, 1 P-3, 1 Field Service, 1 national General Service and 1 United Nations Volunteer). The current staffing of the Unit is inadequate to support the following dimensions of security sector reform: (a) consistent technical support and guidance to the Government and international partners; (b) governance, oversight, accountability and institutional development of Congolese security institutions; (c) liaison with police and justice experts; (d) follow-up of security sector reform-related activities in the east; (e) streamlining of cross-cutting issues, such as vulnerable groups, sexual and gender-based violence, and gender and children's rights, into the security sector reform policy; and (f) coordination with civil society and non-governmental organizations. In order to cover those dimensions of security sector reform, it is proposed to establish one post of Senior Security Sector Reform Officer (Governance and Institutional Development) (P-5), one post of Security Sector Reform Officer (Coordination and Projects) (P-3) and to reassign one position of Translator (United Nations Volunteer) to perform the functions of Liaison Officer in Kinshasa.

66. The incumbent of the Senior Security Sector Reform Officer (Governance and Institutional Development) post (P-5) would be the focal point for governance, oversight, accountability, institutional development, sustainable development and social and economic issues; liaise with police and justice experts from the Government and within the United Nations system; provide advice and guidance on issues such as building political will, fostering national ownership and mainstreaming gender guidelines; participate in the conception, implementation and monitoring of the security sector reform coordination strategy and workplan; and participate in the assessment of policies and documents issued by the Government. The incumbent would also compile and summarize substantive documentation on the overall implementation of the peace process and operations in the east; prepare background papers, provide inputs to reports and studies on security sector reform, provide substantive support to meetings and conferences; and act as Deputy of the Unit.

67. The incumbent of the Security Sector Reform Officer (Coordination and Projects) post (P-3) would participate in the development, implementation and evaluation of assigned projects; monitor and analyse project development and implementation with a particular focus on management of the security sector reform donor coordination website and provision of security sector reform sensitization and training; liaise with Congolese security institutions and their oversight bodies, civil society and representatives of vulnerable groups; participate in the assessment of policies and documents issued by the Government; and prepare position papers, talking points, ad hoc situation reports and briefing notes. He or she would also keep abreast of emerging political issues and make recommendations pertaining to security sector reform; provide advice on integrating cross-cutting issues (sexual and gender-based violence, gender, child protection and human rights) into the

security sector reform policy and programmes; and support the day-to-day management of the Unit.

68. The incumbent of the Liaison Officer position (United Nations Volunteer) would support security sector reform sensitization and training initiatives; assist with the maintenance of the security sector reform donor coordination website; establish and maintain working-level contacts with representatives of non-governmental organizations and civil society, assist in organizing workshops and meetings; and coordinate site visits to the training centres for FARDC, the Congolese National Police and other security institutions. He or she would also prepare position papers, talking points, ad hoc situation reports and briefing notes on security sector reform strategies and actions undertaken at the regional level; compile and summarize documentation on the overall implementation of the related policies; and keep abreast of emerging issues and make relevant recommendations.

Rule of Law Office

International staff: decrease of 2 posts

National staff: no net change

69. It is proposed to redeploy two posts of Corrections Officer (P-4) from the Rule of Law Office to the newly proposed Corrections Unit.

70. It is also proposed to reclassify 10 Administrative Assistant posts (national General Service) to Rule of Law Officers (National Officers), the incumbents of which would provide effective support to the Rule of Law teams in Kinshasa and other regional offices. Taking into account the change in the focus of the Office, which entails complex tasks such as project management, training and mentoring and provision of support to the prosecution of serious crimes, the functions of national staff have changed and require more advanced skills related to law and education. The incumbents of the posts of Rule of Law Officers would provide advice on Congolese laws and practice; assist in the development of training programmes; facilitate contacts with local judiciary authorities and other local authorities; and assist in the organization and facilitation of training courses, workshops and seminars.

Corrections Unit

International staff: increase of 7 posts

United Nations Volunteers: increase of 2 positions

Government-provided personnel: increase of 50 positions

71. It is proposed to establish a Corrections Unit, which would report directly to the Deputy Special Representative of the Secretary-General (Rule of Law). With more than 200 prisons and innumerable additional detention facilities spread throughout the country, constant escapes and uprisings exacerbate the security threat posed by the deficiencies of institutions, while the lack of effective management results in deaths in custody. The Rule of Law Office has done pioneering work in support of prison reform; however, with the current staffing level of the Office, its assistance has been limited to selected prisons in the regions and two prisons in the Kinshasa area. Taking into account the scale of the challenge, the establishment of a separate Corrections Unit is critical in strengthening the Mission support for the

corrections system at the policy and operational levels. The Unit would comprise a Senior Corrections Officer (P-5), two Corrections Officers (P-4), three Corrections Officers (P-3) and three Administrative Assistants (1 Field Service and 2 United Nations Volunteers).

72. The incumbent of the proposed Senior Corrections Officer post (P-5) would provide strategic advice to senior officials of the Ministries of Justice and Defence on the implementation of the reform of the penitentiary system, including the reduction of security challenges, such as the escape of prisoners, and the introduction of accountability. He or she would assist the national authorities in drafting legislation and prison policies as well as procedures and in developing a prison database.

73. It is proposed to redeploy two Corrections Officer posts (P-4) from the Rule of Law Office to the Corrections Unit, as explained in paragraph 69 above. The incumbents of the posts, who would be based in Kinshasa and Goma, would assist the Senior Corrections Officer in formulating policy proposals on the corrections system and follow-up with government authorities.

74. The incumbents of the three proposed Corrections Officer posts (P-3) would be based in South Kivu, Ituri and Katanga and would coordinate the assistance provided to the local detention facilities, including donor outreach, and advise and mentor prison personnel. In addition, they would ensure the continuity of work between rotations of Government-provided Corrections Officers and the quality and consistency of the assistance provided.

75. The incumbents of the three proposed posts/positions of Administrative Assistant (1 Field Service and 2 United Nations Volunteers), who would be based in Kinshasa, Goma and Bukavu, respectively, would provide necessary administrative support to all personnel in the Unit, manage time and attendance, perform check-in and check-out procedures and administer a prison database, including information on victims and witnesses.

76. It is proposed to supplement the existing staffing of 14 Corrections Officers with 50 additional Corrections Officers as seconded Government-provided personnel. A total of 58 Corrections Officers (44 new and 14 existing Corrections Officers) will be co-located in 29 selected prisons in eastern Democratic Republic of the Congo. The Corrections Officers would advise and train the national prison authorities on prison management; assist local authorities on the development and implementation of rehabilitation programmes; advise and provide support on issues such as security procedures, registry, and law enforcement; provide support to narrow the gap between United Nations standards relating to prison management and the national laws in force; and advise on prison reform.

Component 4: democratic institutions and human rights

77. The democratic institutions and human rights component encompasses support to the strengthening of democratic institutions and processes at the national, provincial, regional and local levels; the promotion of the rule of law and good governance; the promotion of national reconciliation and internal political dialogue; the provision of support to the strengthening of civil society and assistance in the promotion and protection of human rights, including the investigation of human rights violations with a view to understanding the causes of violence and ending

impunity, in particular for instances of rape and other sexual violence cases; and the provision of assistance in the organization of elections. In the 2010/11 financial period, special emphasis will be placed on providing political counsel and technical advice with political implications to the Government and the Parliament of the Democratic Republic of the Congo and to authorities at other levels in the establishment, on strengthening essential constitutional institutions, and the adoption and implementation of relevant legislation, in particular with regard to the rule of law, governance-related and economic issues, elections and decentralization. The Mission will continue its efforts to strengthen the democratic process by providing political advice to its extended network of main Congolese stakeholders and increasing its advocacy and coordinating role vis-à-vis the international donor community on cross-cutting issues that have an impact on the democratization process, such as civil society and good governance. It will also strive towards the promotion of inter-community and political dialogue at all levels through good offices, work towards the peaceful resolution or management of local conflicts, and monitor the preparations, conduct and vote counting in the local elections should the latter be postponed beyond June 2010. Pending the decision on the conduct of the local elections, assistance to the Independent Election Commission/National Independent Election Commission in the organization of the local elections will be provided to support the strengthening of a sustainable national electoral management body.

Expected accomplishments	*Indicators of achievement*
4.1 Progress in the strengthening of democratic institutions and national reconciliation in the Democratic Republic of the Congo	4.1.1 Increase in the number of dialogue and participative coordination platforms (1 national and 11 provincial development committees) between local authorities and civil society organizations involved in good governance, decision-making, aid effectiveness and conflict resolution (2008/09: 4; 2009/10: 8; 2010/11:11)
	4.1.2 Establishment of the remaining six of seven national governance institutions as stipulated by the Constitution and the establishment of two additional key justice institutions
	4.1.3 Adoption by the Government of the Democratic Republic of the Congo and by Parliament of a plan of action for legislative reform aimed at the decentralization and reform of public finance
	4.1.4 Adoption by the Government of a plan of action to foster reconciliation at the community level and of a strategy to foster the participation of leaders of ex-armed groups in national politics

Outputs

- Development and handover of a national database to local authorities, the United Nations country team and main donors to identify and register 2,000 civil society organizations
- Organization of 45 training workshops (3 workshops x 15 regions) to strengthen the capacities of civil society organizations and create dialogue platforms on good management principles, including the role of civil society organizations, in particular on good governance, security, protection, women's empowerment and livelihood issues, as well as project management

- Organization of 22 small-scale capacity-building training workshops (2 workshops x 11 provinces) on decentralization, good governance, and planning and budgeting local development, in coordination with other development actors and the United Nations country team, for 220 persons (10 participants x 22 workshops) provincial governments and assemblies and district authorities
- 120 meetings with Government officials and Parliamentarians on the development of policies and processes for the establishment of the remaining six out of seven institutions and of two new institutions, and on key legislation on institutional and public finance reform
- 100 meetings in Kinshasa and at the provincial level to use good offices with leaders of ex-armed groups to encourage their peaceful participation in the political debate and national politics
- 200 meetings in all provinces with civil society, including women's organizations and religious leaders, to implement the recommendations made at the May 2009 national symposium
- 720 meetings at the national and provincial levels aimed at promoting dialogue and consensus-building between representatives of the majority and political opposition; mediation between the national Government and provincial authorities, between provincial and sub-provincial authorities and between authorities at all levels and civil society elements; resolution of inter-communal conflicts; and provision of support and advice to local institutions, communities and civil society, including women's organizations
- 5 workshops on capacity-building for the Gender and Parity Commissions of the Provincial Assembly
- 24 meetings with international financial institutions to advise on the political implications of their socio-economic assistance programmes in the Democratic Republic of the Congo
- 50 meetings with national authorities and experts to advise, in coordination with the donor community, on the adoption and implementation of measures aimed at ensuring transparent economic management, such as the national payment system, in accordance with international standards and practices, including oversight bodies, to ensure financial accountability of the Government
- Provision of assistance and advice to the Independent Electoral Commission in updating the voter register in 11 provinces of the Democratic Republic of the Congo as a basis for fair and transparent local and general elections scheduled for 2011

Expected accomplishments	*Indicators of achievement*
4.2 Progress in combating impunity and improving human rights in the Democratic Republic of the Congo	4.2.1 Decrease in the reported number of deaths in detention (2008/09: 120; 2009/10: 100; 2010/11: 75)
	4.2.2 Increase in the number of public interest prosecutions of human rights violations (2008/09: 0; 2009/10: 5; 2010/11: 15)
	4.2.3 Establishment of the Commission pour la professionnalisation et l'assainissement des forces de sécurité dans le contexte de la réforme sécuritaire, a committee to study and define modalities for a vetting process

Outputs

- Participation in 50 meetings of the committees on the follow-up of human rights violations committed by the Congolese National Police and FARDC
- 50 joint human rights investigations with the national judiciary to address the prosecution of gross human rights violations
- Identification of legal support for victims of public litigation conducted in courts of law for violations of basic human rights

- Two workshops on the issues of "death in detention", "what constitutes torture", and "what constitutes crime actionable by the International Criminal Court"
- 11 training workshops (1 in each of 11 provinces) for human rights non-governmental organizations on protection of both human rights defenders and civilians

Expected accomplishments	*Indicators of achievement*
4.3 Progress towards bringing perpetrators of sexual violence to justice and improving assistance to the victims	4.3.1 Increase in the number of cases of sexual violence prosecuted (2008/09: 2,161; 2009/10: 2,500; 2010/11: 3,000)
	4.3.2 Adoption by the Government of an inter-ministerial national protocol for multisectoral assistance to victims of sexual violence

Outputs

- Two workshops with the Government and the United Nations country team on the implementation of the Comprehensive Strategy on Combating Sexual Violence
- 50 meetings with the Government and the United Nations country team to mobilize actors and resources to ensure full implementation of the Comprehensive Strategy on Combating Sexual Violence
- 10 analytical reports on patterns of sexual violence and progress of the implementation of the Strategy for dissemination to multilateral partners and media
- Advice through 12 meetings to authorities on the implementation of the Comprehensive Strategy

External factors

Policies of the authorities of the Democratic Republic of the Congo; political developments in the Democratic Republic of the Congo; availability of Government resources and donor assistance

Table 5
Human resources: component 4, democratic institutions and human rights

	International staff								
Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Political Affairs Division									
Approved posts 2009/10	—	2	16	24	5	**47**	23	4	**74**
Proposed posts 2010/11	—	2	16	24	5	**47**	23	4	**74**
Net change	—	—	—	—	—	—	—	—	—
Office of Public Information									
Approved posts 2009/10	—	1	9	20	18	**48**	145	8	**201**
Proposed posts 2010/11	—	1	9	20	18	**48**	205	8	**261**
Net change	—	—	—	—	—	—	**60**	—	**60**

Gender Affairs Section									
Approved posts 2009/10	—	—	2	1	1	**4**	4	2	**10**
Proposed posts 2010/11	—	—	2	1	1	**4**	6	2	**12**
Net change	—	—	—	—	—	—	**2**	—	**2**
Electoral Assistance Division									
Approved posts 2009/10	—	—	10	5	3	**18**	5	25	**48**
Proposed posts 2010/11	—	—	—	—	—	—	—	—	—
Net change	—	—	**(10)**	**(5)**	**(3)**	**(18)**	**(5)**	**(25)**	**(48)**
Approved temporary positions[b] 2009/10	—	1	3	36	4	**44**	42	73	**159**
Proposed temporary positions[b] 2010/11	—	1	9	18	3	**31**	20	27	**78**
Net change	—	—	**6**	**(18)**	**(1)**	**(13)**	**(22)**	**(46)**	**(81)**
Subtotal, Electoral Assistance Division									
Approved 2009/10	—	1	13	41	7	**62**	47	98	**207**
Proposed 2010/11	—	1	9	18	3	**31**	20	27	**78**
Net change	—	—	**(4)**	**(23)**	**(4)**	**(31)**	**(27)**	**(71)**	**(129)**
Human Rights Office									
Approved posts 2009/10	—	1	7	24	10	**42**	31	20	**93**
Proposed posts 2010/11	—	1	7	27	10	**45**	31	25	**101**
Net change	—	—	—	**3**	—	**3**	—	**5**	**8**
Approved temporary positions[b] 2009/10	—	—	—	3	—	**3**	7	7	**17**
Proposed temporary positions[b] 2010/11	—	—	—	—	—	—	—	—	—
Net change	—	—	—	**(3)**	—	**(3)**	**(7)**	**(7)**	**(17)**
Subtotal, Human Rights Office									
Approved 2009/10	—	1	7	27	10	**45**	38	27	**110**
Proposed 2010/11	—	1	7	27	10	**45**	31	25	**101**
Net change	—	—	—	—	—	—	**(7)**	**(2)**	**(9)**
Civil Affairs Office									
Approved posts 2009/10	—	1	4	14	2	**21**	32	4	**57**
Proposed posts 2010/11	—	1	5	17	3	**26**	34	10	**70**
Net change	—	—	**1**	**3**	**1**	**5**	**2**	**6**	**13**
Child Protection Section									
Approved posts 2009/10	—	—	3	14	1	**18**	12	5	**35**
Proposed posts 2010/11	—	—	3	14	1	**18**	12	5	**35**
Net change	—	—	—	—	—	—	—	—	—

Sexual Violence Unit									
Approved posts 2009/10	—	—	2	1	1	4	—	2	6
Proposed posts 2010/11	—	—	2	1	1	4	—	2	6
Net change	—	—	—	—	—	—	—	—	—
Total, civilian staff									
Approved posts 2009/10	—	5	53	103	41	**202**	252	70	**524**
Proposed posts 2010/11	—	5	44	104	39	**192**	311	56	**559**
Net change	—	—	**(9)**	**1**	**(2)**	**(10)**	**59**	**(14)**	**35**
Approved temporary positions[b] 2009/10	—	1	3	39	4	**47**	49	80	**176**
Proposed temporary positions[b] 2010/11	—	1	9	18	3	**31**	20	27	**78**
Net change	—	—	**6**	**(21)**	**(1)**	**(16)**	**(29)**	**(53)**	**(98)**

[a] Includes National Officers and national General Service staff.
[b] Funded under general temporary assistance, in civilian personnel costs.

Office of Public Information

National staff: increase of 60 posts

78. It is proposed to establish 60 posts (7 National Officer and 53 national General Service) for the following staff of Radio Okapi that currently hold contracts with the Fondation Hirondelle: 7 Public Information Officers (National Officer), 8 Radio Broadcast Technicians (national General Service), 8 Drivers (national General Service), 6 Administrative Assistants (national General Service), 23 Journalists (national General Service) and 8 Programme Producers/Presenters (national General Service). The proposed 60 posts will be deployed in the following locations: 46 in Kinshasa, 5 in Goma, 4 in Dungu, 2 in Bukavu and 1 each in Bunia, Matadi and Mbuji-Mayi.

79. Radio Okapi is an integral part of the Mission and is the most extensive radio broadcast network in the Democratic Republic of the Congo. Since its establishment in 2002, Radio Okapi has been run as a partnership between the Mission and the Fondation Hirondelle, a Swiss non-governmental organization, which has mobilized an average of $5 million per year from donors to support the radio station. The voluntary contributions from the Fondation cover the costs of some equipment and services, such as shortwave broadcasts, dissemination of the Radio Okapi signal via satellite and the maintenance of the Radio Okapi website, as well as the salaries of approximately 90 national staff who hold contracts directly with the Fondation. Donor contributions to the Fondation for Radio Okapi declined to approximately $4 million for the 2010/11 period and are expected to decline further in the coming years. The funding shortfall resulted in the unexpected cancellation of 20 contracts funded by the Fondation in June 2009. Taking into account the need to continue credible daily nationwide radio broadcasting, the uncertainty over the future level of donor funding and the need to streamline the two-tiered contractual system within Radio Okapi, it is proposed to establish 60 national posts and convert the staff holding contracts funded by the Fondation to MONUC staff.

Gender Affairs Section

National staff: increase of 2 posts

80. It is proposed to establish two posts of Gender Affairs Officers (National Officer), one based in Bunia and the other in Kisangani.

81. By its resolutions 1325 (2000), 1820 (2008) and 1888 (2009), the Security Council requested peacekeeping missions to promote the full participation of women in all political and peacebuilding processes, including in the prevention of and response to combating impunity. MONUC has also been mandated to assist in the promotion and protection of human rights, with particular attention paid to women, children and vulnerable groups. The increased tempo of military operations against and demobilization of foreign armed groups have had great impacts on female combatants and women affiliated with combatants as well as their dependants, resulting in the need for closer monitoring and protection. Furthermore, the recent influx of returnees in eastern Democratic Republic of the Congo has led to an increase in tensions over land and ethnic issues, including issues related to social reintegration and peaceful cohabitation, which affect women and children in particular. It is crucial to ensure that a gender perspective is mainstreamed into all political and security analyses and operations in substantive areas, including disarmament, demobilization, repatriation, reinsertion and resettlement and security sector reform.

82. With the establishment of two additional posts, the Section would be able to expand its operational coverage to two additional provinces, bringing the total to five (Kinshasa, North Kivu, South Kivu, Ituri and Orientale). The incumbents of the Gender Affairs Officer posts would coordinate and collaborate with local women's networks, various sections within the Mission and United Nations agencies, funds and programmes to integrate a gender dimension in their policies and programmes; participate in the Joint Protection Teams to ensure that gender is taken into consideration in the evaluation and assessment of the protection needs of civilians; support advocacy to put an end to impunity; provide gender awareness training for members of the Joint Protection Teams; and improve the awareness of women's rights on the part of civil society partners and local authorities. The incumbents would also ensure that the needs of women affiliated with combatants and their dependants are taken into consideration in all phases of the disarmament, demobilization and reintegration of armed groups; contribute to the formulation of prevention, alert and rapid intervention plans as well as the coordination of protection mechanisms of local communities in liaison with women's networks and local authorities; and support women's peacebuilding and mediation initiatives for peaceful cohabitation of local communities and women's participation in decision-making and all processes of social reconstruction.

Electoral Assistance Division

International staff: decrease of 18 posts and net decrease of 13 temporary positions

National staff: decrease of 5 posts and 22 temporary positions

United Nations Volunteers: decrease of 25 positions and 46 temporary positions

83. According to the latest indicative timetable issued by the Independent Electoral Commission, the registration process is expected to be completed in

December 2010, and the local elections will take place in the first half of 2011 and the general elections in September 2011. MONUC will continue to provide assistance for the finalization of the voter register update and for the possible preparation of local and general elections in collaboration with UNDP. MONUC will also continue capacity-building efforts in support of the transition from the existing Independent Electoral Commission to the Independent National Electoral Commission.

84. During the 2010/11 period, the staffing capacity of the Division will be reduced from the 2009/10 approved staffing of 207 posts/positions (48 posts and 159 temporary positions) to 78 temporary positions (1 D-1, 1 P-5, 8 P-4, 18 P-3, 3 Field Service, 20 national General Service and 27 United Nations Volunteers) that will be required for the 12-month period. The incumbent of the post of Chief, Electoral Assistance Division (D-1), based in Kinshasa, would be responsible for providing overall assistance to the completion of the voter register update and the preparation of local and general elections. In addition, he or she would provide guidance on the transfer of electoral assistance to UNDP; develop the capacity-building strategy for the new electoral authority, follow up on all operational aspects of electoral support, supervise external relations/donor relations; and coordinate electoral support. The incumbent of the post of Deputy Outreach and Capacity-Building Officer (P-5), based in Kinshasa, would be responsible for monitoring assistance needs and progress during the transition period of the new electoral authority, the National Independent Electoral Commission, and would ensure a gender-sensitive approach during the electoral process and in the relevant legislation and electoral regulations. The incumbents of the eight Electoral Adviser posts (P-4), based in Kinshasa, would be responsible for assisting the Chief in each area of electoral strategic planning (i.e., gender, operations, field coordination, procedures, administration, civic education, logistics and information technology). Of the 18 Electoral Officers (P-3), 12 will be based in Kinshasa and 1 each in Bukavu, Kalemie, Kindu, Kananga, Matadi and Kisangani. The incumbents of the posts would implement and monitor the electoral operational plan. Two Administrative Assistants (Field Service) and one Logistics Assistant (Field Service) would be located in Kinshasa and would provide administrative and logistical assistance to the Division headquarters in Kinshasa and nine electoral sections and subsections. Six Drivers/Clerks (national General Service) will be based in Kinshasa, and 14 Drivers/Clerks will be based in 10 electoral duty stations in the field. Two Electoral Officers (United Nations Volunteers) would be located in Kinshasa, and 25 Electoral Officers (United Nations Volunteers) would be based in seven electoral duty stations to provide technical assistance to the implementation of the electoral operation plan.

Human Rights Office

International staff: increase of 3 posts and decrease of 3 temporary positions

National staff: decrease of 7 temporary positions

United Nations Volunteers: increase of 5 positions and decrease of 7 temporary positions

85. The Security Council, in its resolution 1906 (2009), decided that the protection of civilians is the first priority of the Mission. In 2009, MONUC established an innovative tool, the Joint Protection Teams, comprising staff from the areas of: political affairs; civil affairs; Disarmament, Demobilization and Reintegration/

Disarmament, Demobilization, Repatriation, Reinsertion and Resettlement; human rights; and child protection, to increase its impact on the protection of civilians. In addition, Joint Investigation Teams, comprising human rights officers and military prosecutors, were also established to facilitate the justice system of the Democratic Republic of the Congo to respond to human rights violations. Between February and December 2009, the Mission conducted 65 Joint Protection Team missions, and during the 2010/11 period, the number of such missions is expected to increase to 144. The Joint Investigation Teams conducted an average of two missions per month between July and December 2009, which is expected to increase to five missions per month during the 2010/11 period.

86. On the basis of the above, it is proposed to establish three posts of Associate Human Rights Officer (P-2) and five positions of Human Rights Officer (United Nations Volunteers) who will be based in eastern Democratic Republic of the Congo. The incumbents of the posts would monitor the human rights situation in the assigned region; conduct research, collect and analyse information pertaining to human rights issues; participate in Joint Protection Teams and Joint Investigation Teams; participate in special investigations of human rights violations; prepare reports, talking points and briefing notes; increase awareness of current human rights issues; and ensure frequent interaction and coordination with various Sections within the Mission, local and provincial authorities, United Nations funds, programmes and agencies, non-governmental organizations and civil society.

87. It is also proposed to abolish 17 temporary positions (3 P-2, 2 National Officer, 5 national General Service and 7 United Nations Volunteers) related to support for the conduct of local elections.

Civil Affairs Office

International staff: increase of 5 posts

National staff: increase of 2 posts

United Nations Volunteers: increase of 6 positions

88. The Civil Affairs Office is responsible for the development of joint strategies and contingent plans with an aim to improve protection of civilians and mitigate the humanitarian consequences of military operations. The Office strengthens the interactions between the military and civilian components of the Mission, including the United Nations police, and with external partners through: (a) regular civil/military meetings; (b) involvement of civilians in military planning; (c) proposals for military deployment; (d) consideration of humanitarian priorities in military planning; and (e) implementation of concrete protection plans and activities in the field through regular missions of the Joint Protection Teams. During the 2010/11 period, the Office plans to facilitate 144 Joint Protection Team missions; assist in the transportation of more than 11,000 passengers and associated cargo from humanitarian and development organizations, the Government and civil society; and assist in the processing of 30 special flight requests. In order to meet the requirements for the Joint Protection Team missions, it is proposed to reassign the post of Electoral Affairs Officer (P-4) from the Electoral Assistance Division and change its functional title to Civil Affairs Officer, and to establish three posts of Civil Affairs Officer (P-3) and six positions of Associate Civil Affairs Officer (United Nations Volunteers).

89. The incumbents of the 10 proposed Civil Affairs Officer posts and positions (1 P-4, 3 P-3 and 6 United Nations Volunteers) in the Joint Protection Teams would map key civilian and military actors and the political, social and economic context; analyse protection needs and risks, with special attention paid to sexual and gender-based violence; liaise with military, humanitarian and local leaders in order to prepare contingency protection plans; develop context-specific civil and military protection responses; ensure regular information sharing on protection issues between the MONUC military component and the local authorities and communities; advocate complementary humanitarian activities; and monitor the impact of Joint Protection Team missions.

90. It is also proposed to redeploy one post of Administrative Assistant (Field Service) from the Office of the Police Commissioner and two posts of Interpreter (national General Service) from the Regional and Field Administrative Offices in the Mission Support Division. The incumbent of the Administrative Assistant post, with the assistance of two Interpreters, would provide effective and timely management and coordination of administrative/logistical support to the Joint Protection Teams; coordinate all requests for Joint Protection Team missions and arrangements for transportation and flight requests; facilitate transportation of special field missions; serve as the focal point for the Joint Protection Teams with external partners; maintain a central database for all Joint Protection Team-related activities; and prepare monthly reports with statistical analyses, trends for Joint Protection Team support and recommendations.

Component 5: support

91. During the budget period, the Mission's support component will continue to provide effective and efficient logistical, administrative and security services in support of the implementation of the Mission's mandate through the delivery of related outputs and introduction of new service improvements, and will continue to explore ways of achieving efficiency gains. Support will be provided to the authorized strength of 760 military observers, 19,815 military contingent personnel, 391 United Nations police officers, 1,050 formed police personnel and 64 Government-provided personnel, as well as to the proposed civilian staffing establishment of 1,234 international staff, 2,960 national staff and 609 United Nations Volunteers. The range of support services for the 2010/11 period will focus on the efficient movement of military troops and formed police units, contingent-owned and United Nations-owned equipment via road; increasing data reliability and its storage capacity through virtualization of data centres; improving throughput of data flow through the installation of wide area application services; improving management of non-expendable assets; conducting environmental baseline studies for the implementation of various green and clean projects; ensuring compliance with minimum operating security standards and minimum operating residential security standards; and implementation of conduct and discipline and HIV/AIDS programmes. In addition, the Mission will continue to provide effective personnel administration, training, financial services, health care, maintenance and construction of office and accommodation facilities, and supply and resupply operations. During the 2010/11 period, the support component will provide logistical support for the Joint Protection Team missions, intensify its efforts to provide support to FARDC for joint operations and training, and to enhance public information activities for outreach.

92. The Mission has agreed to participate in a pilot project aimed at improving the presentation of the results-based-budgeting frameworks for the support component. Accordingly, the below frameworks reflect only the indicators of achievement and relevant outputs related to service improvements. The standard support outputs and mission-specific non-standard or specialized outputs are reflected in annex II to the present report. As part of the pilot project, the standard support outputs are presented at a more detailed level in comparison with the presentation of outputs in the 2009/10 budget report (A/63/806), which was at a more aggregated level.

Expected accomplishments	*Indicators of achievement*
5.1 Effective and efficient logistical, administrative and security support to the Mission	5.1.1 14 per cent increase in passengers and 21 per cent increase in cargo transported by road instead of air in the eastern part of the Democratic Republic of the Congo (2008/09: 19,712 passengers and 12,039 tons of cargo; 2009/10: 22,000 passengers and 14,000 tons of cargo; 2010/11: 25,000 passengers and 17,000 tons of cargo)
	5.1.2 9 per cent reduction in the number of major vehicle accidents with a repair cost of $500 or more (2008/09: 47; 2009/10: 44; 2010/11: 40)
	5.1.3 Reduction in the discrepancy between physical verification and records of non-expendable property for unlocated assets in quantity (2008/09: 1.27 per cent; 2009/10: 0.05 per cent; 2010/11: 0.01 per cent) and reduction of location discrepancies (2008/09: 1.28 per cent; 2009/10: 0.5 per cent; 2010/11: 0.1 per cent)
	5.1.4 40 per cent reduction in the number of sexual exploitation and abuse cases (2008/09: 53; 2009/10: 40; 2010/11: 24)
	5.1.5 Completion of environmental baseline studies in 64 locations

Outputs

- Implementation of troop rotations via commercial bus contractors and the movement of contingent-owned and United Nations-owned equipment, fuel and engineering materials between Entebbe, Bujumbura and Kigali to the eastern Democratic Republic of the Congo and within the country by road
- Enforcement of a stricter driver testing programme complemented by driver awareness and road safety campaigns, robust monitoring of CarLog reports, review of security reports on road traffic accidents/incidents, strict implementation of penalties, including suspension and/or revocation of driving permits, for violations of MONUC rules and regulations governing vehicle use
- Implementation of Mission stock ratios and a first-in-first-out commodity distribution strategy to minimize the level of excess inventory, development of acquisition plans based on actual consumption rates and stock holdings, and improved management of surplus assets
- Establishment of a routine process for detecting discrepancies and monitoring of reconciliation progress on a monthly basis

- Introduction and implementation of the Department of Peacekeeping Operations/Department of Field Support Environmental Policy and Guidelines for United Nations field missions in all locations in the mission
- Implementation of a conduct and discipline programme for all Mission personnel, including training, prevention, monitoring and recommendations on remedial action where misconduct has occurred

External factors

Movement of staff and deployment of operational resources will not be interrupted; vendors, contractors and suppliers will deliver goods, services and supplies, as contracted

Table 6
Human resources: component 5, support

Category									*Total*
I. Military contingents									
Approved 2009/10									**1 932**
Proposed 2010/11									**1 932**
Net change									—
	International staff							*United*	
II. Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*Nations Volunteers*	***Total***
Conduct and Discipline Team									
Approved posts 2009/10	—	1	2	3	1	**7**	2	—	**9**
Proposed posts 2010/11	—	1	2	3	1	**7**	2	—	**9**
Net change	—	—	—	—	—	—	—	—	—
Approved temporary positions[b] 2009/10	—	—	3	3	1	**7**	5	—	**12**
Proposed temporary positions[b] 2010/11	—	—	3	3	1	**7**	5	—	**12**
Net change	—	—	—	—	—	—	—	—	—
Subtotal, Conduct and Discipline Team									
Approved 2009/10	—	1	5	6	2	**14**	7	—	**21**
Proposed 2010/11	—	1	5	6	2	**14**	7	—	**21**
Net change	—	—	—	—	—	—	—	—	—
Security and Safety Section									
Approved posts 2009/10	—	—	**4**	13	91	**108**	381	5	**494**
Proposed posts 2010/11	—	—	**4**	13	91	**108**	381	5	**494**
Net change	—	—	—	—	—	—	—	—	—
Mission Support Division									
Office of the Director[c]									
Approved 2009/10	—	1	5	9	9	**24**	11	1	**36**
Proposed 2010/11	—	1	5	10	9	**25**	12	1	**38**
Net change	—	—	—	**1**	—	**1**	**1**	—	**2**

Office of the Deputy Director[d]									
Approved 2009/10	—	1	11	15	55	**82**	558	18	**658**
Proposed 2010/11	—	1	11	15	55	**82**	558	18	**658**
Net change	—	—	—	—	—	—	—	—	—
Administrative Services									
Approved 2009/10	—	1	16	38	87	**142**	168	65	**375**
Proposed 2010/11	—	1	16	40	88	**145**	171	65	**381**
Net change	—	—	—	**2**	**1**	**3**	**3**	—	**6**
Integrated Support Services									
Approved 2009/10	—	1	28	83	353	**465**	1 411	415	**2 291**
Proposed 2010/11	—	1	30	80	359	**470**	1 426	414	**2 310**
Net change	—	—	**2**	**(3)**	**6**	**5**	**15**	**(1)**	**19**
Subtotal, civilian staff									
Approved posts 2009/10	—	5	66	161	596	**828**	2 531	504	**3 863**
Proposed posts 2010/11	—	5	68	161	603	**837**	2 550	503	**3 890**
Net change	—	—	**2**	—	**7**	**9**	**19**	**(1)**	**27**
Approved temporary positions[b] 2009/10	—	—	3	3	1	**7**	5	—	**12**
Proposed temporary positions[b] 2010/11	—	—	3	3	1	**7**	5	—	**12**
Net change	—	—	—	—	—	—	—	—	—
Subtotal									
Approved 2009/10	—	5	69	164	597	**835**	2 536	504	**3 875**
Proposed 2010/11	—	5	71	164	604	**844**	2 555	503	**3 902**
Net change	—	—	**2**	—	**7**	**9**	**19**	**(1)**	**27**
Total (I-II)									
Approved 2009/10									**5 807**
Proposed 2010/11									**5 834**
Net change									**27**

[a] Includes National Officers and national General Service staff.
[b] Funded under general temporary assistance, in civilian personnel costs.
[c] Includes the Budget and Cost Control Section, the Aviation Safety Unit and Administrative Coordination Unit.
[d] Includes the Regional and Field Administrative Offices, the Board of Inquiry Unit, the Contracts Management Unit, the Property Control and Inventory Unit and the Local Property Survey/Claims Review Board.

Mission Support Division

Office of the Director

International staff: increase of 1 post

National staff: increase of 1 post

93. In the Aviation Safety Unit, it is proposed to establish one post of Associate Aviation Safety Officer (P-2) in the Region East Aviation Safety Office in Goma and one post of Administrative Assistant (national General Service) in the MONUC Aviation Safety Office in Entebbe.

94. The Aviation Safety Unit has the overall responsibility of advising the Mission administration on all aviation safety matters. The Mission has a fleet of 80 aircraft operating at 42 airfields and 80 helipads, which require constant monitoring. Taking into account the increased aviation safety activities related to the process of aviation risk management, incidents and hazards investigation, as well as the need for constant professional advice to the Region's Administrative Officers, it is proposed to strengthen the Unit with an additional post of Associate Aviation Safety Officer (P-2).

95. The incumbent of the proposed post of Associate Aviation Safety Officer would be based in the Region East Office in Bukavu. He or she would assist in the investigation of incidents and reports on observed hazard originated in the Mission; undertake regular airport assessments; arrange crew briefings; conduct initial aircraft inspections; carry out vendor evaluations; and monitor crew rotations in accordance with the Department of Field Support safety policy and regulations.

96. The staff of the Office in Entebbe currently comprises two Aviation Safety Officers (1 P-3 and 1 National Officer). Beginning in January 2010, a regional flight schedule linking the Entebbe logistics hub with six missions/offices (MONUC, UNMIS, the United Nations Mission in the Central African Republic and Chad, UNAMID, BINUB, UNSOA) was launched, resulting in increased activities and responsibilities. The Office in Entebbe performs aviation safety duties in support of MONUC activities at Entebbe airport and in the Ituri region. In addition, it provides aviation safety oversight support to the aviation activities conducted in Entebbe by the other missions in the region. As the current administrative support capacity (2 national General Service) of the Unit based in Kinshasa and Goma can no longer support the increased responsibilities of the Office in Entebbe, it is proposed to establish one post of Administrative Assistant (national General Service).

Office of the Deputy Director

International staff: no net change

National staff: no net change

97. In the Contracts Management Section, it is proposed to reclassify the post of Chief of the Contracts Management Section from the P-4 to the P-5 level. The Section is responsible for developing, finalizing and managing contracts for fuel, rations, post exchanges, catering, communications, information and technology, airfield services, air charters, security services and medical services. Owing to the expansion of the Mission, the value of contracts managed by the Section has increased from $108 million in the 2008/09 period to $150 million in 2009/10. The

Chief of the Section currently oversees the Contracts Management Unit in Entebbe. Furthermore, in line with the mandate of MONUC to relocate the support component to the eastern region, a new Contracts Management Unit is planned to be established in Goma during the 2010/11 period.

98. The incumbent of the post would be responsible for formulating contract requirements, assisting cost centres in drafting scopes of work, administering contracts, ensuring contract compliance, assisting cost centres in developing a quality assurance surveillance plan, providing performance management, resolving disputes and undertaking contract closure. New fuel and rations contracts to be implemented during the 2010/11 period are expected to be turnkey contracts, which would require additional contract oversight and management to ensure compliance of more complex conditions within the contracts.

99. It is also proposed that the Contracts Management Section assume responsibility for managing Mission-wide service support contracts during the 2010/11 period, which will replace the current practice of hiring casual daily workers by individual sections or offices. The Section would manage memorandums of understanding with United Nations agencies, funds and programmes and other non-United Nations entities. With the increased scope of responsibility and complexity of functions, it is proposed to upgrade the post of Chief of the Section from the P-4 to the P-5 level.

100. In the Property Control and Inventory Unit, it is proposed to reassign two posts of Camp Manager Clerk (national General Service) from the Facilities and Camp Management Services Unit to act as Property Control and Inventory Assistants (national General Service) in the Property Control and Inventory Unit.

101. The workload and the number of assets at the Entebbe logistics hub has increased owing to the expansion of the logistics hub as the Mission focuses its efforts in the eastern Democratic Republic of the Congo and the establishment of the check-in/check-out facility in Entebbe for all civilian staff who are deployed to the east. The incumbent of the post of Property Control and Inventory Assistant would be based in Entebbe and would support property control activities, disposal of assets and check-in/check-out activities for the eastern Democratic Republic of the Congo.

102. The incumbent of the second post of Property Control and Inventory Assistant would be based in Goma and would assist in the physical verification of assets in Goma and the surrounding team sites, including stock management. He or she would also assist in monitoring the movement of assets within the Mission area through check-in/check-out activities and provide support to contingent rotations, property survey boards for United Nations-owned equipment, and disposal activities.

103. In the Regional and Field Administrative Offices, it is proposed to redeploy two existing posts of Interpreter (national General Service) to the Civil Affairs Office, as explained in paragraph 90 above.

Administrative services

International staff: increase of 3 posts

National staff: increase of 3 posts

104. In the Medical Section, it is proposed to establish one post of Occupational Health and Safety Officer for Region East (P-3), to be based in Goma. Occupational Health and Safety Officers use specialized skills and knowledge to maintain and safeguard standards related to personal health and well-being and ensure a better quality of life. Environmental health protection involves creating, improving, monitoring, implementing and enforcing public health standards in such areas as workplace health and safety, housing conditions, food hygiene, air/noise pollution control, contaminated land, industrial waste, communicable diseases and animal health. Taking into account the increasing number of Mission personnel being redeployed to the eastern part of the country, where public awareness and the enforcement of environmental and public hygiene is limited, the post of Occupational Health and Safety Officer for Region East is required to safeguard the health and well-being of Mission personnel through preventive measures.

105. Under the supervision of the Chief Medical Officer, the incumbent of the post would obtain guidelines for health and safety matters from Headquarters; visit all Mission main sectors and locations and assess the general health and safety situation of the Mission; draft MONUC health and safety guidelines; offer day-to-day advice on health and safety issues; and undertake routine inspections and investigate complaints of unsafe workplaces and contingent quarters to identify areas of negligence within working areas and provide necessary recommendations. He or she would also ensure that premises where food and drinking water for Mission personnel are manufactured, processed, stored and sold meet required standards and, if necessary, take samples of unfit food or water for testing. The incumbent would also investigate outbreaks of disease to identify causes, provide control measures for staff protection, evaluate the Mission's in-house or contractor's pest control procedures for environmental impact and create an information forum for Mission personnel on occupational health and safety issues to improve staff awareness and well-being.

106. It is proposed to establish one post of Medical Evacuation Assistant (Field Service), based in Kinshasa. Taking into account the increased workload in Region East with regard to medical and casualty evacuations, one military staff officer has been transferred from Region West to Region East. In order to cover the responsibilities previously performed by the military staff officer, the incumbent of the post of Medical Evacuation Assistant would undertake day-to-day implementation of the Mission plan for aero-medical evacuations for Region West, offer technical advice on aero-medical evacuations, coordinate non-medical aspects of evacuations, provide systematic feedback and information on medically evacuated patients, maintain the database of evacuation providers in the Mission area, coordinate training to maintain and develop aero-medical evacuation capabilities in the Mission, and work in close collaboration with other parties involved, such as the Movement Control Section, the Aviation Section and receiving hospitals that receive referrals.

107. It is proposed to establish a post of Laboratory Assistant (national General Service), based in Entebbe, taking into account the expansion of the Entebbe

logistics hub support activities and the upgrading of the laboratory facility. The staff of the Mission laboratory in Entebbe currently comprises one Laboratory Technician (United Nations Volunteer) and provides laboratory examination services to Mission personnel. The incumbent of the post of Laboratory Assistant would provide basic laboratory services, such as haematology study, immuno-serology, biochemistry, routine urine and stool analyses, microbiology and parasitology; collect samples from referred patients as requested by doctors; provide a report of the test results and prepare weekly, monthly and annual laboratory reports; take inventory of equipment, reagents and other consumables; and ensure that laboratory equipment is kept clean and up to standard and is stored correctly.

108. It is proposed to establish one post of Ambulance Driver (national General Service), based in Beni, taking into account the increased workload of the United Nations-owned level-I clinic in Beni, which serves as a transit point for cargo movements and troop/contingent-owned equipment rotations by road, and the need to provide ambulance services on a 24-hour-a-day, 7-day-a-week basis to respond to emergency situations. Under the supervision of the Field Medical Officer (United Nations Volunteer) at the level-I clinic, the incumbent of the post would ensure daily and regular maintenance of the ambulance assigned to the clinic; verify the safety and availability of the equipment in the ambulance; report any unserviceability/discrepancy of the equipment; assist with lifting and positioning of patients when required; assist the medical duty doctor in the stabilization and evacuation of patients to facilities that provide a higher level of care; and ensure that all medical errands are undertaken in a timely manner.

109. Taking into account the substantive and programmatic nature of its work, it is now proposed that the HIV/AIDS Unit report to the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator). The work of the Unit spans across several substantive components, especially in areas such as the protection of civilians through outreach programmes and the provision of training to FARDC and PNC, while the Unit will continue to provide training programmes and disseminate information on HIV/AIDS to all Mission personnel (military, police and civilian). The staffing of the Unit will continue to be attributed to the support component.

110. It is also proposed to establish one post of Voluntary Counselling and Confidential Testing Programme Manager (P-3), who will be based in Kinshasa. The Programme was launched in the Mission in December 2007; however, there has not been a designated focal point to oversee the Programme. With assistance from the Headquarters HIV Policy Adviser, the HIV/AIDS Unit trained 20 volunteer counsellors to date, who were drawn from within the Unit, the Medical Section and the Mission's military and police components. The incumbent of the post of Voluntary Counselling and Confidential Testing Programme Manager would act as a focal point for the Programme and collect and analyse relevant data; coordinate and manage programme activities with the Medical Section and military and United Nations-owned clinics; ensure monitoring and evaluation of programme activities, including field visits, procurement and distribution of materials; and provide advice and reports to the Mission senior management and Headquarters. He or she would also supervise all contingent medical personnel undertaking voluntary counselling and confidential testing and civilian Voluntary Counselling and Confidential Testing Counsellors throughout the Mission area; prepare forums for brainstorming with the aim of establishing best practices; and provide support for training and presentations

to the Mission's civilian and military/police personnel on voluntary counselling and confidential testing in collaboration with the Medical Section.

111. In addition, it is proposed to establish one post of Community Relations Assistant (national General Service). The HIV/AIDS Unit provides support to national partners and local non-governmental organizations to enhance capacity and provide technical advice for the local population. The Unit currently has one Community Relations Officer (National Officer) and requires a Community Relations Assistant who understands the local culture and norms and speaks the local languages in order to communicate effectively with local partners, the local population and people living with HIV/AIDS.

Integrated Support Services

International staff: net increase of 5 posts

National staff: net increase of 15 posts

United Nations Volunteers: decrease of 1 position

112. As explained in detail below, it is proposed to establish five Field Service posts (4 in the Contingent-Owned Equipment and Property Management Section and 1 in the Transport Section) and to reclassify three posts at the P-3 level (2 to the P-4 level and 1 to the Field Service category). It is also proposed to establish 17 national staff posts (3 National Officer and 14 national General Service), offset by the reassignment of two existing national General Service posts to the Property Control and Inventory Unit in the Office of the Deputy Director of Mission Support. Lastly, it is proposed to abolish one United Nations Volunteer position in the Transport Section.

113. In the immediate Office of the Chief of Integrated Support Services, it is proposed to reclassify the post of Logistics Officer from the P-3 level to the Field Service category. The incumbent of the post would provide operational and logistical support to the Chief, which affects all functions and resources of the Integrated Support Services. It has been determined that an incumbent with progressively responsible and relevant field experience would be more appropriate and suitable for the requirements of the Office.

114. In the Engineering Section, it is proposed to reclassify one post of Eastern Regional Engineering Officer from the P-3 to the P-4 level, taking into account the redeployment of troops and the associated increased operational activities in the eastern part of the country. The Section currently has two posts at the P-4 level, comprising the post of Deputy Chief Engineering Officer based in Mission headquarters and the post of Airport and Road Engineering Officer who is based in the east and oversees very large airport and road rehabilitation projects.

115. The incumbent of the proposed post of Eastern Regional Engineering Officer (P-4) would be based in Goma and report to both the Chief Engineering Officer (P-5) and the Regional Administrative Officer (P-5) in the Regional and Field Administrative Office based in Goma. He or she would undertake project planning, the management and execution of engineering works related to buildings and structures, and would oversee the water supply, sanitation, sewerage and power systems at over 112 military and police camps in Region East. He or she would provide technical guidance and work specifications and manage the performance of

five military engineering companies; manage nine field offices and supervise over 220 field staff; and support three contingent-owned level-II hospitals and one contingent-owned level-III hospital; and would manage five United Nations-owned water bottling plants, 10 United Nations-owned water treatment plants and 20 contingent-owned water treatment plants. The incumbent would also advise the Regional Administrative Officer and the Head of the Office on possible improvements in road networks in order to optimize the movement of troops by road and to reduce the dependency on air transportation. With the increased scope of responsibilities of the post, the upgrade from the P-3 to the P-4 level is proposed.

116. In addition, it is proposed to establish two posts of Environmental Officer (National Officers), one based in Kinshasa and the other in Goma, in view of the increased emphasis on the protection of the environment. Under the direct supervision of the Chief Engineering Officer, the incumbents of the posts would introduce and implement the Department of Peacekeeping Operations/Department of Field Support Environmental Policy and Guidelines in the Mission and coordinate the work of the Mission's regional offices to develop and support MONUC policies and programmes. They would assist with the pre-assessment, analysis, recommendations on and final approval of methodologies of monitoring environmental programmes, conduct assessments of environmental conditions through baseline studies, implement monitoring and evaluation procedures, and prepare an environmental action plan and guidance materials and instructions. Finally, the incumbents would compile consolidated reports on environmental actions and address problem areas through training and outreach activities.

117. In the Facilities and Camp Management Services Unit, it is proposed to reassign two existing posts of Camp Manager Clerk (national General Service) to the Property Control and Inventory Unit, as explained in paragraph 100 above.

118. In the Contingent-Owned Equipment and Property Management Section, it is proposed to establish one post of Contingent-Owned Equipment Assistant (Team Leader), one post of Contingent-Owned Equipment Assistant (Database Manager) and two posts of Contingent-Owned Equipment Assistants at the Field Service level. The Contingent-Owned Equipment Unit of the Section currently has four teams, each of which comprises a Team Leader (Field Service), a Database Administrator (Field Service), three Contingent-Owned Equipment inspectors (United Nations Volunteers), and one military contingent-owned equipment inspector. The teams generate the arrival inspection reports, quarterly verification reports and repatriation inspection reports in accordance with the Contingent-Owned Equipment Manual, and perform periodic verification inspections and spot checks on the serviceability of major equipment and the delivery of self-sustainment services for more than 17,000 troops and police personnel in 69 contingents deployed throughout the country. Each team has the capacity to inspect up to 4,000 troops and their equipment. In view of the increase of the strength of the military and police by 3,085 personnel and the associated increase in contingent-owned equipment, which needs to be inspected for the calculation of reimbursements to troop/police-contributing countries, it is proposed to establish an additional contingent-owned equipment team to perform the inspections. The members of the proposed new team would be expected to perform verification inspections related to a minimum of 70 memorandums of understanding throughout the year for 10 contingents, including over 994 items of major equipment and all 16 self-sustainment categories.

119. It is also proposed to establish one post of Property Disposal Officer (National Officer) and one post of Property Disposal Assistant (national General Service) for the Region East Property Disposal Office in Goma, which is proposed to be established during the 2010/11 period for the disposal of written-off assets, damaged or destroyed expendable items and hazardous wastes that may present a risk to the environment and in order to mitigate pollution and/or contamination. The Office would assume the responsibility for the management and operations of three disposal offices (Bunia, Goma and Bukavu) and six disposal collection points (Dungu, Beni, Kalemie, Kamina, Lubumbashi and Uvira) and would report to the Property Disposal Unit at Mission headquarters. The number of disposal sites in Region East has gone from none in July 2008 to nine in 2009/10. The amount of equipment and scrap that were processed and disposed of in the region increased from none in the 2007/08 period to 750 assets and 52 tons of scrap materials in the 2008/09 period.

120. The existing three disposal offices operate, manage and maintain the scrap yards as well as manage the performance of waste disposal contractors, in accordance with the terms and requirements of existing disposal contracts. Close liaison is maintained with client offices and the Board of Survey teams to ensure efficiency and effective receipt and disposal of written-off items as per recommendations of the Local and Headquarters Property Survey Boards.

121. In addition to managing the existing three disposal offices in Region East and six disposal collection points, the proposed Region East Property Disposal Office would be responsible for assessing the growing disposal requirements in the region and would coordinate with the Procurement Section and field operations managers to facilitate commercial sales of written-off equipment and waste at all disposal sites. The Office would coordinate all disposal operations in Region East; ensure liquidation of all written-off equipment within six months of approval and process all transactions in Galileo within 72 hours; prepare requisite statements of work for waste materials generated in the region; and ensure that all waste materials are disposed of in accordance with local and national standards.

122. In the Transport Section, it is proposed to reclassify the post of Deputy Chief Transport Officer from the P-3 to the P-4 level and to redeploy the post to the eastern Democratic Republic of the Congo, taking into account the redeployment of troops and the associated increased operational activities in the east. In accordance with the Mission's mandate to protect the civilian population, the incumbent of the post of Deputy Chief Transport Officer would support activities related to security sector reform and the Joint Investigation and Joint Protection Teams by establishing a regional vehicle distribution and regional fleet support plan, planning funding requirements, establishing a vehicle safety plan for operating vehicles in rough conditions, and conducting training for off-road vehicle operators. The incumbent would also prepare the Mission's acquisition plan for vehicles; supervise procurement, distribution and consumption of vehicle spare parts, tyres, petrol, and oil and lubricants; monitor the fleet usage and monitor and implement the Mission/Headquarters road safety policy; and act as the Officer-in-Charge of the Section during the absence of the Chief Transport Officer.

123. It is also proposed to establish one post of Transport Officer (Field Service), one post of Heavy Vehicle Driver (national General Service), and two posts of Vehicle Mechanic (national General Service) and to abolish one position of

Transport Officer (United Nations Volunteer) in the Transport Office in Beni, which is currently supervised by a Transport Officer (United Nations Volunteer). Taking into account the Mission's increased operational activities in the east and that United Nations Volunteers cannot have delegated authority in respect of the management of assets and financial resources, there is a need to replace the United Nations Volunteer position with the post of Transport Officer at the Field Service level.

124. The Transport Office in Beni currently has a vehicle holding of 65 units with an inventory value of $2.4 million and spare parts with a value of $129,000. With the planned increased dependency on cargo movements and troop/contingent-owned equipment rotations by road to/through Beni from Entebbe to various sites in the Democratic Republic of the Congo, the vehicle holding in Beni is expected to increase to 87 units during 2010/11. The incumbent of the Transport Officer post would provide technical support and vehicle recovery services to all troops and cargo convoys travelling through Beni; monitor CarLog data to ensure that all vehicles comply with administrative instructions on speed, routes and safety; implement the Mission's guidelines on monitoring petrol, oil and lubricant consumption and vehicle safety; and conduct safe driving campaigns and 4 x 4 general purpose vehicle off-road training.

125. In order to assist the Transport Officer (Field Service) in managing a higher vehicle holding and the increased volume of traffic, undertaking more frequent vehicle maintenance and repair, and participating in the specialized heavy vehicle recovery team, it is proposed to establish three national General Service posts (1 Heavy Vehicle Driver and 2 Vehicle Mechanics).

126. In addition, it is proposed to establish four posts of Driver (national General Service) and two posts of Vehicle Mechanic (national General Service) in Entebbe to support the increased number of the Mission's personnel and other United Nations staff who will travel through the Entebbe logistics hub owing to the establishment of a check-in/check-out service capability in October 2009 and the proposed establishment of a regional training unit as part of the support strategy of the Department of Field Support.

127. It is also proposed to establish two posts of Heavy Vehicle Driver (national General Service) and two posts of Vehicle Mechanic (national General Service) in Dungu. Owing to the concentration of security problems, military operations have been reinforced in Dungu in Province Orientale during 2008. Training for FARDC has been undertaken in the area, which has resulted in an increase of requirements to transport rations and other supplies. In addition, the number of civilian personnel has increased owing to the activation of the Joint Protection and Joint Investigation Teams in the area. In order to provide minimum operational support, the four new posts are required.

II. Financial resources

A. Overall

(Thousands of United States dollars. Budget year is 1 July 2010 to 30 June 2011.)

Category	Expenditures (2008/09) (1)	Apportionment (2009/10) (2)	Cost estimates (2010/11) (3)	Variance Amount (4)=(3)-(2)	Variance Percentage (5)=(4)÷(2)
Military and police personnel					
Military observers	47 497.5	47 846.7	47 742.3	(104.4)	(0.2)
Military contingents	398 152.8	455 972.0	484 836.8	28 864.8	6.3
United Nations police	21 023.0	20 243.5	20 795.0	551.5	2.7
Formed police units	17 575.9	26 527.2	27 043.2	516.0	1.9
Subtotal	**484 249.2**	**550 589.4**	**580 417.3**	**29 827.9**	**5.4**
Civilian personnel					
International staff	157 467.3	167 258.6	182 997.9	15 739.3	9.4
National staff	50 650.7	63 181.4	65 504.0	2 322.6	3.7
United Nations Volunteers	27 526.0	26 285.0	25 656.3	(628.7)	(2.4)
General temporary assistance	4 785.1	7 162.2	6 629.9	(532.3)	(7.4)
Subtotal	**240 429.1**	**263 887.2**	**280 788.1**	**16 900.9**	**6.4**
Operational costs					
Government-provided personnel	—	841.0	2 929.6	2 088.6	248.3
Civilian electoral observers	—	—	—	—	—
Consultants	615.7	434.2	217.2	(217.0)	(50.0)
Official travel	9 944.6	9 980.8	10 371.0	390.2	3.9
Facilities and infrastructure	99 913.4	125 151.7	136 719.5	11 567.8	9.2
Ground transportation	28 779.4	36 498.6	43 131.5	6 632.9	18.2
Air transportation	217 054.5	255 035.8	273 223.1	18 187.3	7.1
Naval transportation	1 194.5	1 445.2	1 967.5	522.3	36.1
Communications	32 555.3	42 899.1	41 644.3	(1 254.8)	(2.9)
Information technology	8 919.8	12 658.7	15 235.9	2 577.2	20.4
Medical	17 014.7	17 564.8	16 942.3	(622.5)	(3.5)
Special equipment	4 685.5	7 051.9	8 848.1	1 796.2	25.5
Other supplies, services and equipment	17 186.5	21 546.2	26 159.0	4 612.8	21.4
Quick-impact projects	799.6	1 000.0	1 500.0	500.0	50.0
Subtotal	**438 663.5**	**532 108.0**	**578 889.0**	**46 781.0**	**8.8**
Gross requirements	**1 163 341.8**	**1 346 584.6**	**1 440 094.4**	**93 509.8**	**6.9**
Staff assessment income	23 982.9	26 236.3	30 916.7	4 680.4	17.8
Net requirements	**1 139 358.9**	**1 320 348.3**	**1 409 177.7**	**88 829.4**	**6.7**
Voluntary contributions in kind (budgeted)[a]	4 244.9	4 953.9	4 000.0	(953.9)	(19.3)
Total requirements	**1 167 586.7**	**1 351 538.5**	**1 444 094.4**	**92 555.9**	**6.8**

[a] Represents contribution from Fondation Hirondelle in support of MONUC radio broadcasting services.

B. Non-budgeted contributions

128. The estimated value of non-budgeted contributions for the period from 1 July 2010 to 30 June 2011 is as follows:

(Thousands of United States dollars)

Category	*Estimated value*
Status-of-forces agreement[a]	2 948.6
Total	**2 948.6**

[a] Inclusive of the estimated rental value of field offices headquarters, troop accommodation, logistics bases, and airfields and terminals in Kinshasa, Bukavu, Goma, Kalemie, Kindu, Kisangani, Mbandaka, the Ituri region, Kananga, Entebbe and Kasese (Uganda), Lubumbashi, Kamina, and Mbuji Mayi.

C. Efficiency gains

129. The cost estimates for the period from 1 July 2010 to 30 June 2011 take into account the following efficiency initiatives:

(Thousands of United States dollars)

Category	*Amount*	*Initiative*
Air transportation	6 167.1	Reconfiguration of fixed-wing air fleet to optimize aircraft utilization (1 B-737 and 1 B1900 replaced by 2 AN-24)
	6 444.9	Reduction of one L-100 owing to increased reliance on road and river transportation
Total	**12 612.0**	

D. Vacancy factors

130. The cost estimates for the period from 1 July 2010 to 30 June 2011 take into account the following vacancy factors:

(Percentage)

Category	*Actual 2008/09*	*Budgeted 2009/10*	*Projected 2010/11*
Military and police personnel			
Military observers	7	6	7
Military contingents	16	9	3
United Nations police	17	23	17
Formed police units	29	—	—
Civilian personnel			
International staff	22	20	18

Category	*Actual 2008/09*	*Budgeted 2009/10*	*Projected 2010/11*
National staff			
National Officers	36	30	20
National General Service staff	15	5	10
United Nations Volunteers	29	7	10
Temporary positions[a]			
International staff	71	10	20
National staff	85	5	12
Government-provided personnel	—	—	5

[a] Funded under general temporary assistance.

E. Contingent-owned equipment: major equipment and self-sustainment

131. Requirements for the period from 1 July 2010 to 30 June 2011 are based on standard reimbursement rates for major equipment (wet lease) and self-sustainment in the total amount of $180,236,400, as follows:

(Thousands of United States dollars)

Category	*Estimated amount*
Major equipment	
Military contingents	82 422.8
Formed police units	5 089.8
Subtotal	**87 512.6**
Self-sustainment	
Facilities and infrastructure	49 152.8
Communications	19 887.3
Medical	14 835.6
Special equipment	8 848.1
Subtotal	**92 723.8**
Total	**180 236.4**

Mission factors	*Percentage*	*Effective date*	*Last review date*
A. Applicable to Mission area			
Extreme environmental condition factor	1.8	1 January 2004	1 January 2004
Intensified operational condition factor	1.3	1 January 2004	1 January 2004
Hostile action/forced abandonment factor	3.1	1 January 2004	1 January 2004
B. Applicable to home country			
Incremental transportation factor	0.5-3.5		

F. Training

132. The estimated resource requirements for training for the period from 1 July 2010 to 30 June 2011 are as follows:

(Thousands of United States dollars)

Category	*Estimated amount*
Consultants	
Training consultants	217.2
Official travel	
Official travel, training	883.8
Other supplies, services and equipment	
Training fees, supplies and services	607.3
Total	**1 708.3**

133. The number of participants planned for the period from 1 July 2010 to 30 June 2011, compared with previous periods, is as follows:

(Number of participants)

	International staff			*National staff*			*Military and police personnel*		
	Actual 2008/09	*Planned 2009/10*	*Proposed 2010/11*	*Actual 2008/09*	*Planned 2009/10*	*Proposed 2010/11*	*Actual 2008/09*	*Planned 2009/10*	*Proposed 2010/11*
Internal	1 096	1 324	1 963	1 990	1 681	2 039	—	64	—
External[a]	117	102	139	11	—	1	6	—	2
Total	**1 213**	**1 426**	**2 102**	**2 001**	**1 681**	**2 040**	**6**	**64**	**2**

[a] Includes United Nations Logistics Base at Brindisi, Italy, and outside the Mission area.

134. The planned internal training activities during the 2010/11 period encompass continuing support for the Mission's vocational/technical and capacity development training programmes, which entails continuing education in various Mission locations to improve basic knowledge, skills and competence for both national and international staff. Training in the official languages of the United Nations, in addition to local languages, is an ongoing programme to assist personnel to develop their language skills and facilitate and enhance better communication and understanding. MONUC will also place an emphasis on providing on-the-job training within the Mission area as a cost-effective means of increasing the number of staff trained in human rights, civil affairs and rule of law to perform in line with the priorities of the Mission. Mission personnel will participate in training activities at the United Nations Logistics Base at Brindisi, Italy, and other locations on the following: engineering, procurement, air transportation, movement control, security, aviation safety, rule of law, HIV/AIDS and medical care. Training of various categories of staff will enhance services, improve their technical and professional skills and ensure that better support is provided to the various components in the Mission.

G. Disarmament, demobilization and reintegration

135. The estimated resource requirements for disarmament, demobilization and reintegration for the period from 1 July 2010 to 30 June 2011 are as follows:

(Thousands of United States dollars)

Category	*Estimated value*
Facilities and infrastructure	
Rental of premises	33.0
Utilities	34.8
Alteration and renovation services	5.0
Stationery and office supplies	9.7
Maintenance supplies	1.7
Sanitation and cleaning materials	6.5
Ground transportation	
Rental of vehicles	48.0
Petrol, oil and lubricants	3.8
Communications	
Public information services	3.0
Information technology	
Information technology services	9.8
Licences, fees and rental of software	12.7
Medical	
Medical services	6.0
Supplies	12.0
Other supplies, services and equipment	
Printing and reproduction	24.5
Rations, other	56.0
Other services	180.0
Total	**446.5**

136. The resource requirements represent operational costs in respect of the demobilization and the repatriation to their countries of origin of 4,000 foreign ex-combatants and their dependants in the eastern part of the Democratic Republic of the Congo. The resources would provide for: the short-term rental of land for basic assembly areas and for temporary/mobile assembly areas to receive the ex-combatants and their dependants and for office space for the Mission's civilian personnel administering the programmes, related utilities; the leasing of trucks for the transportation of the remaining ex-combatants in Goma to their countries of origin; food and water for seven days per person; medical assistance, services and supplies for the ex-combatants, in particular women, dependants and children; the production of pamphlets/leaflets in national languages on disarmament, demobilization and repatriation issues; and the short-term hiring of national

interpreters/sensitizers for sensitization on disarmament, demobilization and repatriation. The outputs related to the disarmament, demobilization, repatriation, reinsertion and resettlement programme are shown in component 2, territorial security of the Democratic Republic of the Congo, of the results-based-budgeting frameworks.

H. Mine detection and mine-clearing services

137. The estimated resource requirements for mine detection and mine-clearing services for the period from 1 July 2010 to 30 June 2011 are as follows:

(Thousands of United States dollars)

Category	*Estimated value*
Other supplies, services and equipment	
Mine detection and mine-clearing services	5 187.5

138. In the 2010/11 period, MONUC will maintain the same mine action capacity as in the 2009/10 period. The resource requirements represent the contractual costs of services rendered by the United Nations Office for Project Services in respect of assisting the Government of the Democratic Republic of the Congo in enhancing its demining capacity. The services would include the survey of deployment sites, supply routes and airfields for mines and unexploded devices and the clearance of such devices; ensuring the coherence of mine-action activities in the country through monthly coordination meetings with national authorities, international and national non-governmental organizations, contractors and United Nations agencies, funds and programmes advocating the implementation of the Anti-personnel Mine Ban Treaty; conducting a public information campaign on mine risk education through broadcasts on local radio stations and Radio Okapi and the publication of newsletters; advising the Government of the Democratic Republic of the Congo on the development of a national mine action structure and on the promulgation of national legislation on mine action; and training of a national mine action senior management team.

I. Quick-impact projects

139. The estimated resource requirements for quick-impact projects for the period from 1 July 2010 to 30 June 2011, compared with previous periods, are as follows:

(Thousands of United States dollars)

Period	*Amount*	*Number of projects*
1 July 2008 to 30 June 2009 (actual)	799.6	52 completed, 34 ongoing
1 July 2009 to 30 June 2010 (approved)	1 000.0	122
1 July 2010 to 30 June 2011 (proposed)	1 500.0	76

140. The cost estimate for the 2010/11 period was based on a needs assessment conducted from August to September 2009. The following trends emerged from this needs assessment for the eastern and western parts of the Democratic Republic of the Congo: (a) the need to support and strengthen rule of law and human rights through the rehabilitation of prisons and courts and to build the operational capacity of the national police force, judiciary personnel and human rights advocates; and (b) the need to rehabilitate and improve basic social services (health, education, clean water, sanitation and access to remote/rural areas). The eastern part of the country required projects in support of peacebuilding initiatives and strengthening civil society organizations, while the western part required projects in support of community development, protection of vulnerable groups, including victims of sexual and gender-based violence, and establishment and strengthening of media houses for better access to information.

141. The strategy during the 2010/11 period will be to implement a smaller number of projects in each province with a larger project amount compared with previous years. This will allow for greater impact and visibility compared with smaller-scale projects and also help improve the project implementation rate. MONUC had previously adopted a ceiling of $15,000 per project, which resulted in a larger number of projects to be implemented annually. The average project size will be increased to $20,000 for the 2010/11 period.

142. Quick-impact projects continue to be an effective and important strategic tool for MONUC. They provide senior management with an opportunity to address the immediate needs of the population, pending interventions by the international community, especially in areas with high numbers of ex-combatants, internally displaced persons and refugees, and also provide the substantive sections an opportunity to formulate start-up projects with relevant local counterparts and/or consider proposals that are in line with the mandate and priorities of the Mission. MONUC peacekeepers will be provided with an avenue to interact and build trust with the local communities in their areas of operation. The projects, in particular infrastructure improvements, have been instrumental in improving access to rural and remote locations for the delivery of humanitarian assistance and encouraging internally displaced persons to return to their places of origin. MONUC continues to make its presence felt in rural and remote areas through the quick-impact projects and provides a source of security not only for the communities, but also for humanitarian and development agencies to enter, operate and provide protection support to the communities. Lastly, the projects help local non-governmental organizations and local counterparts to build their operational capacity to manage donor funds and implement projects.

III. Analysis of variances[1]

143. The standard terminology applied with regard to the analysis of resources variances in this section is defined in annex I.B to the present report. The terminology used remains the same as in previous reports.

[1] Resource variance amounts are expressed in thousands of United States dollars. Analysis is provided for variances of at least plus or minus 5 per cent or $100,000.

	Variance	
Military observers	($104.4)	(0.2%)

- **Management: reduced inputs and same outputs**

144. The reduced requirements are attributable primarily to the application of a delayed deployment factor of 7 per cent, based on current deployment patterns, compared with a 6 per cent delayed deployment factor for the 2009/10 period. The variance is partly offset by additional requirements for rotation travel, resulting from the increase in the average cost of $2,270 per one-way trip in 2009/10 to $2,630 per one-way trip in 2010/11.

	Variance	
Military contingents	$28 864.8	6.3%

- **Mandate: change in scale of mandate**

145. The variance primarily reflects requirements related to the full deployment of 2,785 additional military contingent personnel authorized under Security Council resolution 1843 (2008) and the increase in the duration of the entitlement to recreational leave allowance paid to members of military contingents from 7 to 15 days for every six-month period of service completed, pursuant to General Assembly resolution 63/285. The variance is offset in part by reduced requirements for freight and deployment of contingent-owned equipment, taking into account that all contingent-owned equipment for the new units are projected to arrive in the Mission area before 1 July 2010.

	Variance	
United Nations police	$551.5	2.7%

- **Management: additional inputs and same outputs**

146. The variance is attributable primarily to the application of a delayed deployment factor of 17 per cent, based on current deployment patterns, compared with a 23 per cent delayed deployment factor for the 2009/10 period. The variance is partly offset by reduced requirements for rotation travel resulting from the projected extension of the tour of duty of 155 police officers in 2010/11, compared with the extension of the tour of duty for 55 police officers in 2009/10.

	Variance	
Formed police units	$516.0	1.9%

- **Management: additional inputs and outputs**

147. The variance is attributable mainly to the increase in the duration of the entitlement to recreational leave allowance paid to members of formed police units from 7 to 15 days for every six-month period of service completed, pursuant to General Assembly resolution 63/285, to additional requirements for reimbursement to police-contributing Governments for major equipment owing to the recent amendment to memorandums of understanding to reflect actual equipment on the ground, and to the application of an unserviceability factor of 2.5 per cent in 2010/11, based on recent Mission experience, compared with 5 per cent in 2009/10.

	Variance	
International staff	$15 739.3	9.4%

- **Cost parameters: implementation of new contractual arrangements**

148. The variance mainly reflects additional resources for salaries, including post adjustment and common staff costs, for international staff, pursuant to General Assembly resolution 63/250 on new contractual arrangements under one set of staff rules with effect from 1 July 2009, as well as the proposed net increase of 16 international posts.

	Variance	
National staff	$2 322.6	3.7%

- **Management: additional inputs and outputs**

149. The variance mainly reflects the proposed net increase of 80 national posts, comprising 23 National Officers and 57 national General Service staff, as well as the change in the basis for average salaries from G-3/step VII in 2009/10 to G-4/step IV in 2010/11 for national General Service staff and from NOB/step II in 2009/10 to NOB/step III in 2010/11 for National Officers.

	Variance	
United Nations Volunteers	($628.7)	(2.4%)

- **Management: reduced inputs and outputs**

150. The reduced requirements are attributable to the proposed net decrease of 64 positions, primarily in support of the local elections.

	Variance	
General temporary assistance	($532.3)	(7.4%)

- **Management: reduced inputs and outputs**

151. The reduced requirements are attributable to the proposed net decrease of 61 positions, primarily in support of the local elections and for the Office of the Special Envoy of the Secretary-General on the Great Lakes Region.

	Variance	
Government-provided personnel	$2 088.6	248.3%

- **Management: additional inputs and outputs**

152. The variance mainly reflects the proposed increase in the number of Corrections Officers from 14 in 2009/10 to 64 in 2010/11.

	Variance	
Consultants	($217.0)	(50.0%)

- **Management: reduced inputs and outputs**

153. The reduced requirements are attributable primarily to the exclusion of the provision in support of the Office of the Special Envoy of the Secretary-General on the Great Lakes Region.

	Variance	
Official travel	$390.2	3.9%

- **Management: additional inputs and outputs**

154. The variance mainly reflects additional requirements related to the increase in the number of within-Mission trips owing to the deployment of the Joint Protection Teams and Joint Investigation Teams, and of trips outside the Mission area owing to increased visits to troop- and police-contributing countries for assistance in and monitoring of the rotation of 3,085 additional troops and formed police personnel.

	Variance	
Facilities and infrastructure	$11 567.8	9.2%

- **Mandate: change in scale of mandate**

155. The additional requirements are attributable primarily to the operational and maintenance fees for the fuel turn-key contract and the proposed establishment of a strategic fuel reserve stock for generators, additional requirements for reimbursement to troop- and police-contributing Governments for self-sustainment owing to the full deployment of 3,085 additional troops and formed police personnel authorized under Security Council resolution 1843 (2008), and the recent amendment to memorandums of understanding to reflect self-sustainment levels for previously authorized troops and formed police personnel based on recent Mission experience. The variance is offset in part by reduced requirements for the acquisition of prefabricated facilities based on the projected completion of the acquisition of facilities for the additional 3,085 troops and formed police personnel, and the completion of major alteration and renovation projects during 2009/10.

	Variance	
Ground transportation	$6 632.9	18.2%

- **Management: additional inputs and same outputs**

156. The additional requirements are attributable primarily to the operational and maintenance fees for the fuel turn-key contract and the proposed establishment of a strategic fuel reserve stock for vehicles, offset in part by a decrease in the average cost of diesel fuel from $0.94 per litre in 2009/10 to $0.87 per litre in 2010/11.

	Variance	
Air transportation	$18 187.3	7.1%

- **Management: additional inputs and same outputs**

157. The additional requirements are attributable primarily to the operational and maintenance fees for the fuel turn-key contract, the proposed establishment of a strategic fuel reserve stock for aircraft, and an increase in the average cost of aviation fuel from $0.75 per litre in 2009/10 to $0.89 per litre in 2010/11. The additional requirements are offset in part by reduced requirements under services owing to the elimination of requirements for unmanned aerial vehicles.

	Variance	
Naval transportation	$522.3	36.1%

- **Management: additional inputs and same outputs**

158. The variance mainly reflects additional requirements for operational and maintenance fees for the fuel turn-key contract and the proposed establishment of a strategic fuel reserve stock for the naval fleet.

	Variance	
Communications	($1 254.8)	(2.9%)

- **Management: reduced inputs and same outputs**

159. The variance is attributable primarily to reduced requirements under acquisition of communications equipment based on the projected completion of the acquisition of various equipment for the battalions redeployed to the east by 1 July 2010. The variance is offset in part by additional requirements for reimbursement to contributing Governments for self-sustainment owing to the full deployment of 3,085 additional troops and formed police personnel authorized under Security Council resolution 1843 (2008) and the recent amendment to memorandums of understanding to reflect self-sustainment levels of previously authorized troops and formed police personnel based on recent Mission experience.

	Variance	
Information technology	$2 577.2	20.4%

- **Management: additional inputs and outputs**

160. The additional requirements are attributable primarily to the planned acquisition of equipment and software for the implementation of the virtualization project to enhance the reliability, storage capacity and accessibility of data. The additional requirements also include provisions for geographic information system equipment to create detailed maps of the Mission's expanded area of operations in connection with the redeployment of troops to the east.

	Variance	
Medical	($622.5)	(3.5%)

- **Management: reduced inputs and same outputs**

161. The variance relates primarily to reduced requirements for medical services based on recent expenditure patterns.

	Variance	
Special equipment	$1 796.2	25.5%

- **Management: additional inputs and outputs**

162. The variance mainly reflects additional requirements for reimbursements to contributing Governments for self-sustainment owing to the full deployment of 3,085 additional troops and formed police personnel authorized under Security Council resolution 1843 (2008) and the recent amendment to memorandums of understanding to reflect self-sustainment levels of previously authorized troops and formed police personnel based on recent Mission experience.

	Variance	
Other supplies, services and equipment	$4 612.8	21.4%

- **Management: additional inputs and outputs**

163. The additional requirements are attributable mainly to provisions for dry rations to support 27,350 FARDC troops for 365 days, compared with 25,575 FARDC troops for 240 days, and 16,000 troops for 125 days in 2009/10 during joint operations with MONUC; higher charges by local banks based on new contract services with a commercial bank with effect from August 2009; and the inclusion of provisions for uniforms, decals and flags for 22,016 military and police personnel, compared with 5,481 military and police personnel in 2009/10.

	Variance	
Quick-impact projects	$500.0	50.0%

- **Management: additional inputs and outputs**

164. The variance is attributable to the necessity of gaining the support and confidence of the population in the peacebuilding process in the eastern Democratic Republic of the Congo and to prepare for the drawdown of MONUC in the west.

IV. Actions to be taken by the General Assembly

165. **The actions to be taken by the General Assembly in connection with the financing of the Mission are:**

(a) **Appropriation of the amount of $1,440,094,400 for the maintenance of the Mission for the 12-month period from 1 July 2010 to 30 June 2011;**

(b) **Assessment of the amount in paragraph (a) above at a monthly rate of $120,007,867 should the Security Council decide to continue the mandate of the Mission.**

V. Summary of follow-up action taken to implement the decisions and requests of the General Assembly in its resolutions 61/276 and 63/291, and requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the Assembly, and of the United Nations Board of Auditors and the Office of Internal Oversight Services

A. General Assembly

(Resolution 61/276)

Decision/request	*Action taken to implement decision/request*
Section II: budgeting and budget presentation	
When submitting future budget proposals and performance reports, include information on the most significant management decisions relating to the mission's budget and its implementation, including those related to operational costs (para. 2).	The most significant management decisions are reflected in section I.B of the present report.
Budget submissions should reflect management improvements and efficiency gains to be achieved and present future strategies in that regard (para. 4).	The present report contains information on management improvements and efficiency gains.
Take further steps towards improving budget assumptions and forecasts and to report thereon to the General Assembly at the second part of its resumed sixty-second session (para. 5).	The cost estimates are based on budgetary assumptions that are refined to reflect the most realistic vacancy rates, delayed deployment factors and ratios.
Improve control over obligations due to the significant increase in the cancellation of prior-period obligations (para. 6).	MONUC has improved its control of obligations through monthly reviews of outstanding obligations and liquidates those that are no longer required.
Section III: results-based budgeting	
Integrate operational, logistical and financial aspects fully in the planning phase of peacekeeping operations by linking results-based budgeting to the mandate implementation plans of peacekeeping operations (para. 2).	The support component is represented in the in-Mission planning team, which contributes to the Mission's strategic planning in accordance with the integrated mission planning process. The resulting concepts of operations for the military and civilian substantive and associated administrative support are reflected in the results-based-budgeting frameworks in the present report. Close linkage with the ongoing phases of strategic planning and implementation will continue to be maintained during the 2010/11 budget process.

Section VII: staffing, recruitment and vacancy rates

Make greater use of national staff, as appropriate, commensurate with the requirements of the mission and its mandate (para. 3).	The present budget includes the proposal for the establishment of 85 national staff posts, 13 of which would be National Officers, whereas the number of international staff and United Nations volunteers would be reduced by 75 posts and positions.
Ensure that vacant posts are filled expeditiously (para. 4).	The Mission has established standing interview panels for critical vacancies in order to expedite recruitment. In addition, the Mission has enhanced its International Recruitment Unit with two additional international posts approved for the 2009/10 budget period.
Review the staffing structure of missions on an ongoing basis, bearing in mind, in particular, the mission's mandate and concept of operations, and to reflect this in budget proposals, including full justification of any additional posts proposed (para. 5).	The Mission is continuously reviewing its structure with a view to aligning human resources configuration to optimize operational efficiency. With the recent emphasis on stabilization of the country and extension of State authority, in particular in eastern Democratic Republic of the Congo, the military and substantive components of the Mission have been restructured with an augmentation of human resources in the east. In response to the request made by the Security Council in its resolution 1856 (2008) that the Mission shift its focus from the western to the eastern part of the country, the Mission's resources are being shifted, starting with the military and police personnel and followed by civilian staff, with a few elements of the substantive offices (such as the Human Rights Office and the Civil Affairs Office) staying in the west to work with the United Nations country team for the peace consolidation phase in the west.

Section IX: training

Provide professional development opportunities for national staff and fully include them in all relevant training programmes (para. 2).	MONUC has been making an ongoing effort to increase development opportunities for national staff. In the 2008/09 period, national staff accounted for 64 per cent of internal training, compared with 38 per cent for the 2007/08 period. In the 2009/10 and 2010/11 budget periods, emphasis will be placed on capacity-building for national staff.

Section XIII: air operations

Improve the formulation of resource requirements for air operations in budget submissions to make them more reflective of actual operations, bearing in mind the over budgeting of air transportation requirements in some peacekeeping operations (para. 3).	The formulation of resource requirements for air operations has been improved in the present report to reflect actual operational requirements. For example, a reconfiguration of the fleet composition is proposed to take into consideration the planned increase in 2010/11 of the movement by road instead of air of passengers and cargo in the east. In addition, no provision is made for flight hours for the transportation of fuel, as it is planned to establish a turnkey contract for the supply of fuel throughout the mission. The key element of the underexpenditure in air transportation in 2008/09 was the fact that air assets for support to the local elections were not deployed, as local elections did not take place as anticipated. As the election dates had not been decided at the time of the budget preparation, no air transportation support for the elections is included in the proposed 2010/11 budget.
When reviewing their transportation requirements, missions must take into account means that are efficient, cost-effective and responsive to their operational needs and that ensure the safety of their personnel and take fully into account the unique mandate, complexities, specificities and operational conditions of each mission (para. 4).	The Mission established an extensive air operations network to support its mandate and military operations, since logistical operations are constrained by limited infrastructure, roads that are almost non-existent, as well as transport facilities and ill-equipped and ill-maintained waterways that are not suitable for transportation of non-urgent cargo. Therefore, fixed-wing air operations for the movement of heavy, medium and light cargo and the movement of troops, police units and civilian personnel will continue by carrying out additional special flight tasks, such as medical and casualty evacuation and VIP transport and liaison flights for the Mission and for United Nations agencies, funds and programmes. Furthermore, operating under a Chapter VII mandate means that MONUC may take necessary action in the deployment of its infantry battalions and within its capabilities to protect personnel, facilities, installations and equipment, as well as civilians under imminent threat of physical violence. The mandate also ensures security and freedom of movement of MONUC personnel. Consequently, the establishment and integration of military aviation units with civilian operations was a critical development.

Conduct aviation quality inspections and aviation assessments to confirm that established standards are being fully complied with (para. 6).	The Quality Assurance and Standards Unit conducted quality assurance internal audits in the air regions of Entebbe, Bunia, Kinshasa and Kisangani. The findings of those audits were communicated to the air regions, ensuring compliance with the United Nations Headquarters Aviation Manual. Since then, the Quality Assurance and Standards Unit has conducted internal audits in the air regions of Mbandaka, Kalemie, Kananga, and Goma. In addition to those regions, the locations of Dungu and Lisala were also audited. The findings of those audits were communicated to the Chiefs of the air regions in compliance with the United Nations Headquarters Aviation Manual.
Section XVIII: quick-impact projects	
Quick-impact projects should be implemented with minimal or no overhead charges in order to ensure that the maximum amount is spent for the direct benefit of the local population (para. 5).	The implementation of quick-impact projects throughout the country has been supported by the existing Mission personnel. The present report contains a proposal to establish one National Officer post and one national General Service post in the Quick-impact Projects Unit to improve the implementation rate of the projects.
Funding for quick-impact projects for the third year of a mission and beyond may be requested if there is a requirement for confidence-building activities, in which case a needs assessment should be conducted (para. 6).	The request for funding for quick-impact projects for the 2009/10 fiscal year was formulated on the basis of a needs assessment study undertaken in September 2008. A similar exercise was undertaken for the funding request for the 2010/11 financial period. Prior to this, the needs were formulated through a review of prior-year performance records and needs assessment held during monitoring and technical support missions with the Heads of Offices and Sections hosting quick-impact projects. The needs assessment based on the performance analysis is contained in paragraphs 140 to 142 of the present report.
Coordination with humanitarian and development partners should be made in order to avoid duplication and overlap of activities between missions and humanitarian and development partners in the field (para. 7).	The Office for the Coordination of Humanitarian Affairs and UNDP are invited to the Project Review Committee meetings. MONUC is represented at those meetings by the Civil Affairs Office and the Civil-Military Coordination Officer as a link to humanitarian and development partners.
Mission budgets allocated for quick-impact projects should not be used to finance humanitarian and development activities already being carried out by United Nations agencies or other international organizations (para. 8).	Civil Affairs Officers are members of cluster committees and observers in the pool fund, ensuring that there is no overlap of activities between the Mission and humanitarian/development partners.

Section XX: regional coordination

Develop and implement regional coordination plans aligned to the objectives of missions, keeping in mind the specific mandate of each mission (para. 2).

The establishment of a stable security environmen in the Democratic Republic of the Congo has nota regional implications. In this connection, MONU will continue to maintain liaison offices in Pretori Kigali and Kampala, which support the Mission's political work in the region. The Special Representative of the Secretary-General continues promote periodic meetings with neighbouring peacekeeping missions, special political missions and integrated offices in Burundi, the Central African Republic, Chad and the Sudan. The Missi along with other signatories, will also facilitate an monitor the implementation of regional agreemen Initiatives to promote the use of the Entebbe logistics hub as a shared resource for other United Nations operations in the region will be continued

Section XXI: partnerships, country team coordination and integrated missions

Provide, in the context of the budget submissions of complex integrated peacekeeping missions, a clear description of the role and responsibility of missions vis-à-vis integrated mission partners as well as the strategies of the missions for enhancing coordination and collaboration with United Nations country teams in order to achieve better results under relevant components (para. 2).

In the light of an eventual drawdown and transfer to post-peacekeeping United Nations presence, MONU through its Integrated Office, has incorporated its pl and activities into the country assistance framework, well as in the common overarching United Nations strategy developed by the Mission and the United Nations country team for peace consolidation — the Integrated Strategic Framework — which highlights the common overall objectives of the principle "delivery as one" for the peace consolidation phase covering the period 2009-2012.

The integrated mission planning cell was establish in 2008/09 pursuant to the integrated mission planning process, with the aim of intensifying coordination with the United Nations country tean preparation and management of the MONUC miss implementation plan, the establishment and tracin of the benchmarking system in the light of the Mission's eventual downsizing, transition and handover to a post-MONUC presence in the Democratic Republic of the Congo. The planning cell works very closely with all the substantive components of the Mission as well as with the military and police components, and in close coordination with the integrated offices linked to United Nations country team for the preparation o the transition and peace consolidation phase as we as the shift in focus from the west to the east of th country.

(Resolution 63/291)

Decision/request	*Action taken to implement decision/request*
Requests the Secretary-General to ensure that proposed peacekeeping budgets are based on the relevant legislative mandates (para. 10).	The 2010/11 budget of the Mission, including its substantive frameworks, is based on and aligned with the legislative mandates.

B. Advisory Committee on Administrative and Budgetary Questions

(A/63/746/Add.16)

Request/recommendation	*Action taken to implement request/recommendation*
The Advisory Committee stresses the importance of the full and expeditious implementation of the recommendations of the Board of Auditors (para. 3).	The Mission makes every effort to implement all the recommendations of the Board of Auditors as expeditiously as possible.
The Advisory Committee was informed that as at 31 December 2008, in respect of death and disability compensation, 12 claims were pending and that unliquidated obligations amounted to $425,000. Upon enquiry, the Committee was informed that of the 12 pending death and disability claims, 6 cases were awaiting confirmation by the Board of Inquiry of MONUC to determine whether the incidents were Mission-related, and that updated medical reports had been requested for the remaining 6 cases to determine whether the individuals in question were permanently disabled. The Advisory Committee expects expeditious settlement of these claims (para. 10).	As at 31 October 2009, the status of the 12 pending claims is as follows: 5 claims have been paid; 2 claims were rejected; 2 claims are awaiting noticas confirmation from the Mission to determine whether the incidents were Mission-related; 1 claim is with the Medical Services Division awaiting decision on permanent disability; 2 claims are awaiting updated medical reports from the Permanent Missions.
The Advisory Committee was further informed that during the current period, as at 29 May 2009, $58.9 million of the unspent balance related to the support of local elections had been utilized to absorb the costs of urgent and unforeseen operational requirements, including redeployment of troops to the eastern part of the country in accordance with Security Council resolution 1856 (2008). The Advisory Committee expects that comprehensive and detailed information on the actual utilization of resources for the local elections will be provided in the context of the performance report for the 2008/09 period (para. 16).	As at 30 June 2009, $50.4 million of the unspent balance related to the support of local elections had been utilized to absorb the costs of urgent and unforeseen operational requirements.

The Advisory Committee notes that over 90 per cent of the military contingents are already deployed in the eastern part of the country, and that the additional 2,785 troops are also to be deployed in the east. The Committee urges the Mission to give the highest priority to aligning its staffing and organizational structure as closely as possible to its mandate, objectives and operational needs. It also encourages MONUC to intensify its efforts with respect to the implementation of the transition strategy and to concentrate the Mission's action and capacity in the eastern part of the country, as requested by the Security Council (para. 22).	As requested by the Security Council in its resolution 1856 (2008), the Mission has prepared and is implementing the strategy of shifting focus from the west to the east of the country while reinforcing peace consolidation in the west. The Mission's resources are also shifting from the west to the east, starting with the military and police personnel and followed by civilian staff, with a few substantive components staying in the west to work closely with the United Nations country team.
The Advisory Committee notes the continued improvements in the presentation of the budget document. It considers that the logical frameworks of the different components provide valuable information on the activities of the Mission and are important elements in facilitating an understanding of the progress being made towards the achievement of the Mission's objectives. In the view of the Advisory Committee, the usefulness of the logical framework could be further enhanced if more analytical information were to be provided to explain wide divergences between actual and planned outputs and indicators in the performance report (para. 24).	Analytical information is provided, where necessary, in the performance report for the 2008/09 financial period, to explain wide divergences between actual and planned outputs and indicators.
The Advisory Committee believes that the foregoing information, which has direct relevance to the actual requirements for resources in 2009/10, should have been provided to the Committee at the outset of its discussions on the proposed budget for the 2009/10 period. To facilitate the decision-making of the General Assembly, an addendum to the proposed budget should have been issued. Therefore, the Advisory Committee recommends that revised estimates in terms of staffing and operational costs related to the provision of support to local elections in the 2009/10 budget period be submitted to the Assembly, through the Committee, and that information related to the use of resources currently included in the 2009/10 budget also be included (para. 29).	As the election timelines are not yet known, revised estimates related to the provision of support to local elections in the 2009/10 budget period have not been submitted to the General Assembly.

The Advisory Committee reiterates its recommendation that the Secretariat work closely with the Mission to recruit and retain staff and improve incumbency levels (see A/63/746, paras. 30-32). The Committee is of the view that there is a need for an analysis of the impact of such vacancy levels on the ability of the Mission to deliver its mandated results. A review of the posts that have remained vacant for over a year should be conducted and their continued requirement should be justified. The results of such a review should be presented in the context of the proposed budget for 2010/11 (para. 36).	The incumbency status of posts was taken into consideration when proposing additional posts for the 2010/11 financial period.
The Advisory Committee recommends that, in the context of the concentration of the Mission's actions and capacity in the eastern part of the country, the Mission explore other options for ensuring coordination of the activities of the strategy, including through redeployment of existing resources (para. 44).	As part of its strategy for the transition and concentration in the east, the Mission has developed different models of organizing itself in drawing resources from various substantive sections for identified priority tasks: Joint Protection Teams, composed of substantive sections, including the Civil Affairs Office, the Human Rights Office, the Political Affairs Division and the United Nations police and military personnel, have been created with the aim of monitoring, investigating and responding to protection issues; Joint Investigation Teams, composed of the Human Rights Office, Rule of Law Office and the United Nations police, have also been established to monitor and investigate the activities of FARDC and PNC.
The Advisory Committee recommends approval of the staffing resources requested for the Electoral Assistance Division on the understanding that if the posts have not been filled, they will be phased in based on the revised election schedule to be provided for 2009/10. Further clarification on the actual functions performed by the incumbents of the positions should be provided in the context of the revised budget, to be submitted once election timelines are known (para. 53).	As the election timelines are not yet known, revised estimates related to the provision of support to local elections in the 2009/10 budget period have not been submitted to the General Assembly. The temporary positions approved for the Electoral Assistance Division are being used in 2009/10 to provide assistance to the completion of the voter registration update.
The Advisory Committee recommends approval of the staffing resources requested for the Human Rights Office on the understanding that if the posts have not been filled, they will be phased in based on the revised election schedule. Further clarification on the actual functions performed by the incumbents of the positions should be provided in the context of the revised budget, to be submitted once the election timelines are known (para. 54).	As the election timelines are not yet known, revised estimates related to the provision of support to local elections in the 2009/10 budget period have not been submitted to the General Assembly.

The Advisory Committee further recommends that the Secretary-General be requested to consider incorporating national actors in the implementation of this function as soon as it is feasible and to report comprehensively on progress made in this regard in the context of the budget proposal for 2010/11 (para. 59).	The Mission and the United Nations country team, in cooperation with non-governmental organizations and governmental stakeholders, developed a comprehensive strategy and action plan in 2008/09 on combating sexual violence in the Democratic Republic of the Congo. The strategy, which was endorsed in 2009 by the Government, is integrated as a larger governmental strategy on gender-based violence. Joint Government-United Nations mechanisms are being put in place for the implementation of the strategy and for the establishment of the Sexual Violence Unit as a component of the United Nations Security and Stabilization Support Strategy in eastern Democratic Republic of the Congo. Lead agencies and MONUC, in cooperation with the Government, are developing operational plans for the implementation of the strategy, including costing of different activities.
The data on official travel in the table shows a consistent trend, with actual costs exceeding the budgetary provisions by a considerable margin. In the view of the Advisory Committee, this indicates a need for stricter monitoring of the effective use of resources in order to ensure budgetary discipline. The Committee emphasizes that travel should always be justified on the basis of requirements related to the implementation of the Mission mandate (para. 68).	Stricter controls on the use of official travel funds are being implemented in the 2008/09 and 2009/10 financial periods, as follows: (a) An electronic tool for the control of travel funds is being developed, which would allow cost centre managers and section chiefs to better control their travel funds at the time of approving official travel; (b) In the meantime, all external travel is cleared by the Budget and Cost Control Section for the availability of funds before approval by the Director of Mission Support; (c) A report on the use of official travel funds is sent on a monthly basis to all cost centre managers and section chiefs.
Upon enquiry, the Advisory Committee was informed that the number of non-Mission passengers having travelled on MONUC aircraft rose to 31,516 in 2007/08 and to 35,450 as at 30 April 2009. The Committee concurs with the Board's recommendations on the use of MONUC aircraft by non-United Nations personnel and recommends that the Mission, with the support of the Secretariat, be requested to address the Board's recommendations and to report on progress in this regard in the context of the budget proposal for 2010/11 (para. 71).	MONUC passengers travelling for non-duty purposes or any non-MONUC passenger travelling for any purpose is carried on a space-available, non-interference basis and at no additional cost to the Organization.

C. Board of Auditors

(A/63/5 (Vol. II))

Request/recommendation	*Action taken to implement request/recommendation*
Pending write-off and disposal	
At MONUC, 1,998 items of assets were still pending disposal as at 30 June 2008 due to a limited number of disposals made during the year under review. Some 982 items of assets, amounting to 49 per cent of total quantity, had been pending for over two years (para. 67).	Of the 982 items pending action for more than two years as at 30 June 2008, only 31, or 1.2 per cent, of the total were pending disposal for more than a year. The remaining 951 items were pending write-off for less than one year. As of January 2010, only 10 items are pending disposal for more than two years.
Management of cash, receivables and payables	
At MONUC, of the total accounts payable balance of $3.26 million as at 30 June 2008, $183,779, or 6 per cent, was outstanding for more than one year (para. 89).	MONUC continues to review regularly its ageing analysis of accounts payable. The total amount reported as at 30 June 2008 of $3.2 million, with $183,779.10 outstanding for more than a year, has been reduced to $2.9 million as at 30 June 2009. The payables outstanding for more than a year has been reduced to $83,953.13, out of which $56,870.84 represents payables under MONUC welfare accounts.
Storage control and warehouse management	
At MONUC, the Communications and Information Technology Section store at the Bukavu field office was not equipped with closed-circuit television equipment. The CITS store contained mostly items that are expensive and susceptible to theft. The installation of closed-circuit television would enhance the security of the store.	Closed-circuit televisions have now been installed in all the warehouses.
In addition, the stock location system had not been fully implemented and some items were stored in more than one location. The expendable inventory of the Communications and Information Technology Section in the store was also not recorded in the Galileo inventory management system. Furthermore, the stock records were kept in a manual register, which was not updated in a timely manner and was also not complete. During the test counts, the Board counted eight units of C9722A printer cartridges. On reconciliation with the manual register, it was noted that one item had been issued but the manual register had not been updated. Ten units of FX3 cartridges counted had also not been recorded in the manual register (paras. 207 to 208).	Staff from the Assets Management Unit have been deployed to Bukavu, and the reconsolidation has been completed.

Storage management

At MONUC, the container used to store dry rations was not temperature controlled as the air conditioning unit in the container was not working (para. 318 (c)).

The requirement has been implemented. Logistic Officers and Food Officers have been briefed on temperature control procedures. Contingents maintai records of daily temperatures and monthly log sheets. Regular inspection visits to contingent locations are conducted by Food Inspectors/Supply Officers and Warrant Officers.

Inspections by the Supply Section at all contingent locations show that 98 per cent of locations are compliant with the directive. Locations not maintaining the required records are reported to the force headquarters for further action.

Feeding troop strength

At MONUC, the contingent was receiving rations for only 103 personnel instead of 160 personnel. The Field Operations Manager informed the Board that this was due to the temporary movement of the contingents between the fields. To address the shortage of rations, the contingent had to substitute meals (para. 321).

The Board recommends that the Administration ensure that MONUC issue rations according to the actual troop feeding strength (para. 323).

The recommendation has been implemented. Rations are issued based on the feeding strength derived from forecasts by the contingents.

Recording of rations

At MONUC, rations standard operating procedures were still in a draft and had not been approved.

The rations standard operating procedures are derive directly from the statement of works of the rations contract. The standard operating procedures were to be finalized by March 2009 with the signing of the new rations contract. Since the current rations contra has been extended until July 2010, the standard operating procedures have not been finalized. However, even though the current standard operating procedures have not been finalized since May 2006, they are being used and applied.

The Board noted that the rations stock balances were maintained in Excel spreadsheets outside the Galileo system at MONUC because according to management there were some limitations in the system's capacity. The Office of Internal Oversight Services confirmed in its report (AP2007/620/06) that the unit/contingents did not maintain records such as ledger books or issue receipt vouchers to account for all items received and issued by them.

It is not possible, from a practical aspect, to include al fresh rations in Galileo, given that rations are delivere 4 times every 28 days to 66 different contingents and that 400 line items would need to be updated in Galile for each delivery. Recording fresh rations in Galileo would require dedicated capacity. Moreover, taking in account that fresh rations are highly perishable, they would not be accepted by the end-users by the time th Galileo processing is complete.

The Board recommends that the Administration ensure that MONUC: (a) approve the rations standard operating procedures; and (b) address the observed shortcomings in the rations management facility of the Galileo system (paras. 326 to 328).	
Recruitment lead time	
Based on a sample analysis, the Board noted that the identified longest lead time in MONUC was 507 days (para. 396).	As at October 2009, the longest lead time in MONUC has been reduced to 224 days.
Gender balance	
The achievement of gender balance in the workplace continues to remain a challenge for peacekeeping operations. For example, at MONUC, women represented 15 per cent of the staff complement as at 30 June 2008 (para. 399).	There is a continuing outreach effort to identify additional qualified female candidates who could be placed on the available roster.
Training and performance appraisal system	
MONUC had not established a management review committee or a joint monitoring committee as required by the Human Resources Manual (para. 418).	A Management Review Committee has now been established in MONUC.
At MONUC, sample tests carried out on performance appraisal records showed that three (12 per cent) performance appraisal records had been signed off in July 2008, which was after the date in which the management review committee would have reported to the Office of Human Resources Management. The Board also noted that 374 international staff, or 40 per cent of the total 942 international staff, did not have performance appraisals in 2007/08.	The Mission sends out information circulars to all staff in the Mission enforcing the importance of completing their performance appraisal. A performance appraisal day was declared by the Special Representative of the Secretary-General in May 2009 to encourage staff members and supervisors to use that day to work on their performance appraisal.
The Board recommends that MONUC implement procedures to ensure that performance appraisals are completed and signed off within the specified timeframe (paras. 420 to 421).	
Oath of office	
At MONUC, based on sample tests carried out on staff recruitment files, three staff recruitment files did not have evidence that the staff members had signed the oath of office document (para. 431).	The Chief of the International Staff Unit has instructed Human Resources Officers and Assistants to ensure that a copy of the oath of office is requested from all new staff members upon check-in. Human Resources Assistants were also instructed to ensure that the oath of office is included in the induction documents received from the check-in office so that it can be placed in the staff member's file. It is also proposed that all documents received from new staff

	members in the Mission should be attached in Nucleus as arrival notification.
Project implementation	
The Board noted that there was underutilization of financial resources within the appropriate time frame at MONUC as follows: the total budget allocated to quick-impact projects for the financial year ended 30 June 2008 was $1 million. Only $258,907 of the total budget was disbursed, resulting in 74 per cent of the budget unexpended at the end of the financial year (para. 445 (a)).	In addition to the disbursed amount of $258,907, an amount of $673,511 was obligated for ongoing projects, resulting in an amount unexpended of only $67,582. The present report also contains a proposal to strengthen the Quick-impact Projects Unit with one additional National Officer post and one additional national General Service post to improve the implementation rate of the projects.
Implementation of the audit plan	
At MONUC, of the 23 assignments planned for the year ending 31 December 2008, only 4, or 17 per cent, were finalized, 8, or 35 per cent, were still in draft, while 10, or 44 per cent, were not started, and 1, or 4 per cent, was in the field work stage of the audit (para. 458).	It has been decided by the Office of Internal Oversight Services (OIOS) to include information on the implementation of the recommendations of the Board of Auditors pertaining to OIOS to be included in the report of the Board of Auditors.

D. Office of Internal Oversight Services

(A/63/302 (Part II))

Request/recommendation	*Action taken to implement request/recommendation*
In the horizontal audit of the procurement of core requirements in 10 peacekeeping missions, OIOS identified areas for improving internal controls in the procurement and reporting of core requirements. For instance, MONUC had not fully complied with a delegation of authority statute which required that missions submit a report, within a specific time frame, to the Department of Field Support and the Department of Management with the procurement of core requirements exceeding $200,000. Non-compliance with reporting requirements could impede effective monitoring of the delegation of authority and risk abuse of authority (para. 42).	Expenditures on all core requirements above $200,000 are now promptly reported to the Procurement Division and the Department of Field Support.
The same audit revealed that MONUC had not determined if core requirements could be procured under existing systems contracts. A 2007 revision of the delegation of authority on core requirements states that if goods or services required are available through already established United Nations Headquarters	Prior to solicitations, MONUC first determines if a systems contract exists.

systems contracts, those contracts should be used. There was no evidence showing that prior to its deliberations, the local committee on contracts had ensured that this condition was met. Failure to determine if core requirements are already available in existing systems contracts could result in substantial inefficiencies and overexpenditure. OIOS made recommendations calling on the missions to ensure that the local committee on contracts, before approving the award of contracts for the procurement of core requirements, confirm that the items are not available in a systems contract (para. 43).

The Local Committee on Contracts requires confirmation that systems contracts are not in place for the items or services required.

An audit of the supply of food rations and combat ration packs in MONUC revealed inadequate recordkeeping of dry and frozen rations. OIOS found that the majority of contingent food officers were unclear or unaware of the reporting requirements, and that only one staff from the Rations Unit had been assigned to visit all of the 66 contingents spread across the country to ensure that rations were adequately safeguarded. The maintenance of accurate stock records is essential to ensure the efficient and effective management of food rations and combat packs. MONUC accepted OIOS recommendations related to improving stock records and ensuring periodic visits to contingent warehouses to provide guidance to contingent food officers. Accordingly, MONUC has dedicated a staff member to monitor the submission of rations reports (para. 44).

MONUC has dedicated a staff member to monitor the submission of rations reports.

The audit of transport operations in MONUC found that the Mission had not accounted for the spare parts of all 97 cannibalized vehicles as required by the Surface Transport Manual, thereby posing a risk of financial losses to the Organization. The Mission explained that salvaged spare parts of cannibalized vehicles were used to repair other vehicles. MONUC accepted OIOS recommendations related to the maintenance of inventory records and dissemination of relevant procedures. As of March 2008, the Mission had issued instructions on the cannibalization of damaged vehicles (para. 46).

In compliance with the Surface Transport Manual, MONUC has raised 89 cannibalization vouchers in the Galileo system since March 2008.

An audit of transport operations in MONUC found that as of June 2007 the Mission had accumulated inventory of spare parts valued at $6.7 million. The Mission's planning requirements were guided by arbitrary estimates for spare parts requirements, which did not reflect historical consumption. Therefore, the Mission used its funds inappropriately, creating the risk of waste and loss of inventory. For example, while actual

MONUC has developed a revised procurement/acquisition plan taking into consideration historical stock consumption data. The plan also takes into consideration the safety and security cost associated with storage. In addition, steps have been taken to process write-off actions on all obsolete and non-fast-moving spare parts in accordance with United Nations regulations. An Inventory Monitoring

consumption in 2004-2005 was only $1.9 million, additional parts valued at $3.4 million were procured. The Mission accepted the OIOS recommendation that it improve its planning, budgeting and acquisition practices and ensure compliance with existing guidelines (para. 52).	and Management Unit has been created within the Transport Section to conduct regular inventory controls and adopt best practices in warehousing.
In an audit of the supply of food rations and combat ration packs in MONUC, OIOS found that the contractor had failed to maintain critical stock levels for some items as required by contract. For instance, a review of stock levels of 10 critical items maintained by the contractor in the Kinshasa, Goma and Uvira warehouses identified a shortfall; seven of the items had a stock shortfall of over 93 per cent of the requirements. A review of the 14-day combat ration pack requirements for warehouses in Bukavu, Goma and Entebbe also noted significant shortfalls ranging between 25 and 91 per cent of the requirements. These shortfalls had a direct impact on the ability of the Mission to supply rations to the troops in a regular manner and at the quality required. MONUC has addressed the issue with the contractor. However, despite repeated reminders, the supplier has failed to maintain the required stock levels. The Department of Field Support has stated that the contractor has been penalized proportionally for the non-delivery of reserves and lack of the required warehouse space (para. 59).	The recommendation has been fully implemented. The contractor is complying with the terms and conditions of the contracts to maintain the operational and combat ration pack reserve stocks.
In an audit of MONUC, OIOS found that the Chief of Staff, the Chief of Operations, and the Deputy Police Commissioner had not undertaken sufficient visits to staff in the field in order to assess their work and provide the necessary guidance, as required by the Mission's standard operating procedures on police operations. Moreover, the officers who made field visits had not provided their superiors with any formal reports. Field visits are crucial in order to identify and resolve operational problems in a timely manner. The Mission accepted the OIOS recommendation that it ensure that senior police officers conduct regular and frequent field visits and produce reports for the follow-up of identified issues (para. 61).	The Police Commissioner undertook 10 field visits. On some of them, he was accompanied by the Chief of Operations and the Deputy Chief of Operations. In addition, the current Acting Police Commissioner has established a plan of field visits for all senior staff.
In an audit of medical services in MONUC, OIOS found that the Mission did not have comprehensive medical support and contingency plans as required by the Medical Support Manual for United Nations Peacekeeping Operations. As a consequence, medical support services may not be efficiently and effectively delivered in case of medical emergencies. The Mission stated that it did not have adequate staff to meet those	A medical support plan has been formulated and is now operational. Medical contingency plans have also been formulated and tested for each MONUC location.

requirements, but in line with an OIOS recommendation, it had developed a medical support plan for the provision of medical care to the Mission personnel. Moreover, the Mission was also working on the aspect of adequate medical staffing to meet its medical support needs in all stations (para. 64).

In an audit of United Nations Police in MONUC, OIOS found delays in replacing repatriated police officers. These delays reduced the operational capacity of the Police and posed the risk of programmed activities not being implemented effectively. Delays were attributed to the slow recruitment process of the Department of Peacekeeping Operations and the Department of Field Support. The Mission accepted the OIOS recommendation that it coordinate with the Department of Peacekeeping Operations to ensure timely replacements (para. 68).

The Department of Peacekeeping Operations made several efforts, with the Mission's police component, to replace repatriated police officers in a timely manner. However, owing to factors such as age, the lack of French language skills and the lack of the required professional skills, the current rate of selection is less than 50 per cent.

In an audit of the information and communications technology governance, strategic management, and security in MONUC, OIOS found that information and communications technology related standard operating procedures, administrative instructions, and other policies and procedures at MONUC were not adequately documented; they were largely incomplete and/or outdated. This resulted in functional areas creating their own procedures without prior approval from MONUC management. Inadequate or incomplete documentation of policies and procedures could create risks of misinterpretation or non-compliance, and also negatively affect the monitoring and oversight of the Mission's compliance with information and communications technology policies and procedures. This could, in turn, impede the efficient and effective delivery of programmes and negatively impact on accounting and reporting, and thus result in an elevated risk of loss through irregularities. MONUC accepted the OIOS recommendation that it review and update the current library of information and communications technology policies and procedures and implement a formal process to ensure their continuous update (para. 70).

Policies and procedures are reviewed every six months. Updates are presented to the Chief, Integrated Support Services and to the Director of Mission Support for approval.

In the same audit, 43 in-house developed applications were identified, some of which appeared to have been critical to the effectiveness of MONUC administrative processes. An example of this was an online billing system used to monitor and administer telephone usage across the Mission. However, there was no evidence that an assessment had been undertaken to determine whether the applications would be replaced by, or integrated with, new United Nations initiatives, such as enterprise resources planning, customer relationship management and enterprise content management. The consequences of not reviewing the development of in-house applications could lead to duplication of efforts, and interoperability and integration problems. The Mission accepted the OIOS recommendation that it undertake a review of all current in-house developed systems and determine whether they would be integrated into the new information and communications technology initiatives (para. 71).	The assessment of the integration of enterprise resources planning, customer relationship management and enterprise content management initiatives will be undertaken by Headquarters.

Annex I

Definitions

A. Terminology related to proposed changes in human resources

The following terminology has been applied with regard to proposed changes in human resources (see sect. I).

- **Post establishment**: a new post is proposed to be established when additional resources are necessary and when it is not possible to redeploy resources from other offices or otherwise accommodate specific activities from within existing resources
- **Post reassignment**: an approved post that was intended to cover a certain function is proposed to implement other priority mandated activities unrelated to the original function. While a post reassignment may involve a change of location or office, it does not change the category or level of the post
- **Post redeployment**: an approved post is proposed to be redeployed to cover comparable or related functions in another office
- **Post reclassification**: an approved post is proposed to be reclassified (upgraded or downgraded) when the duties and responsibilities of the post have changed substantially
- **Post abolishment**: an approved post is proposed to be abolished if it is no longer needed to implement the activities for which it was approved or to implement other priority mandated activities within the mission
- **Post conversion**: three possible options for post conversion are as follows:
  - Conversion of general temporary assistance positions to posts: approved positions financed under general temporary assistance are proposed for conversion to posts if the functions being performed are of a continuing nature
  - Conversion of individual contractors or individuals on procurement contracts to national staff posts: taking into account the continuing nature of certain functions, in line with section VIII, paragraph 11, of General Assembly resolution 59/296, individual contractors or individuals on procurement contracts are proposed for conversion to national staff posts
  - Conversion of international staff posts to national staff posts: approved international staff posts are proposed for conversion to national staff posts

B. Terminology related to variance analysis

Section III of the present report indicates the single largest contributing factor of each resource variance according to specific standard options encompassed in the four standard categories listed below:

- **Mandate**: variances caused by changes in the scale or scope of the mandate, or changes in the expected accomplishments as driven by the mandate

- **External**: variances caused by parties or situations external to the United Nations
- **Cost parameters**: variances caused by United Nations regulations, rules and policies
- **Management**: variances caused by management actions to achieve planned results more effectively (e.g., by reprioritizing or adding certain outputs) or efficiently (e.g., by taking measures to reduce personnel or operational inputs while maintaining the same level of outputs) and/or from performance-related issues (e.g., by having underestimated the costs or quantities of inputs required to produce a certain level of outputs, or by delayed recruitment)

Annex II

Result-based-budgeting frameworks: support component

A. Standard support outputs

Output	*Approved 2009/10*	*Proposed 2010/11*
Emplacement, rotation and repatriation of military and police personnel and administration of civilian personnel	Authorized strength of 19,815 military contingent personnel, 760 military observers, 391 United Nations police officers, 1,050 formed police personnel, 14 Government-provided personnel and 4,832 civilian personnel (including temporary positions)	Authorized strength of 19,815 military contingent personnel, 760 military observers, 391 United Nations police officers, 1,050 formed police personnel, 64 Government-provided personnel and 4,803 civilian personnel (including temporary positions)
Monitoring of contingent-owned equipment (COE) and self-sustainment services provided	70 contingents inspected and verified through mandatory COE inspections	70 contingents inspected and verified through mandatory COE inspections
	280 COE Periodic Inspection reports forwarded to Headquarters for reimbursement purposes	280 COE Periodic Inspection reports forwarded to Headquarters for reimbursement purposes
	Two COE/MOU Management Review Boards convened	Two COE/MOU Management Review Boards convened
Rations	7,615,725 person-days of fresh and combat rations distributed to 62 locations	7,615,725 person-days of fresh and combat rations distributed to 73 locations
Fuel supply	45.4 million litres of Jet A1, 28.4 million litres of diesel and 0.1 million litres of gasoline and kerosene	46.4 million litres of aviation fuel, 31.1 million litres of diesel and 1 million litres of gasoline and kerosene
Maintenance of premises	Maintenance of 144 rented premises in 28 major locations	Maintenance of 119 rented premises in 28 major locations and 66 rent-free premises in 17 locations
Maintenance of generators	965 United Nations-owned and 328 contingent-owned generators	1,012 United Nations-owned and 351 contingent-owned generators
Maintenance of prefabricated buildings	1,523 hardwall accommodation units and 674 ablution units	1,616 hardwall accommodation units and 505 ablution units
	Note: the number of hardwall accommodation units was erroneously stated as 2,158 in the 2009/10 budget report.	

Output	*Approved 2009/10*	*Proposed 2010/11*
Maintenance and rehabilitation of roads	500 km of road	800 km of road and 55 bridges in the eastern part of the country
Vehicle fleet	1,634 light, 234 medium, and 654 heavy and special vehicles	1,579 light and 829 heavy and special vehicles
Aircraft fleet	26 fixed-wing and 64 rotary-wing	25 fixed-wing and 55 rotary-wing
Flight hours	37,447 flight hours	37,974 flight hours
Airfield locations	42 airfields and 80 helipads in 11 major locations	42 airfields and 80 helipads in 11 major locations
Medical facilities	16 United Nations-owned level-I clinics, 53 contingent-owned level-I clinics, 3 contingent-owned level-II hospitals, 1 contingent-owned level-III hospital and 1 United Nations-owned emergency and first aid station, 2 United Nations-owned laboratory units and 1 United Nations-owned radiology unit, in 16 locations	16 United Nations-owned level-I clinics, 52 contingent-owned level-I clinics, 3 contingent-owned level-II hospitals, 1 contingent-owned level-III hospital and 1 United Nations-owned emergency and first aid station, 2 United Nations-owned laboratory units and 1 United Nations-owned radiology unit, in 16 locations
Communications	1 satellite network consisting of 4 Earth station hubs, 67 VSAT systems, 78 telephone exchanges and 79 microwave links	1 satellite network consisting of 3 Earth station hubs, 92 VSAT systems, 132 telephone exchanges and 68 microwave links
Geographic information and maps	10,000 operational and thematic maps produced in print and electronically	11,000 operational and thematic maps produced in print and electronically
		Production of 40 web-based e-maps
	10 Global Positioning System (GPS)/GIS field survey missions	15 Global Positioning System (GPS)/GIS field survey missions
	40 training sessions for 500 military and police personnel on GIS/GPS and Google Earth	40 training sessions for 500 military and police personnel on GIS/GPS and Google Earth
	15,000 square km of coverage of geospatial data collected for Mission operations	45,000 square km of coverage of geospatial data collected for Mission operations
Information technology	331 servers, 5,035 desktop computers, 1,283 laptop computers, 593 printers and 488 digital senders in 71 locations, 69 Local Area Network and 59 Wireless Area Network	372 servers, 5,323 desktop computers, 1,327 laptop/pocket computers, 433 printers and 535 digital senders in 73 locations, 69 Local Area Network and 59 Wireless Area Network

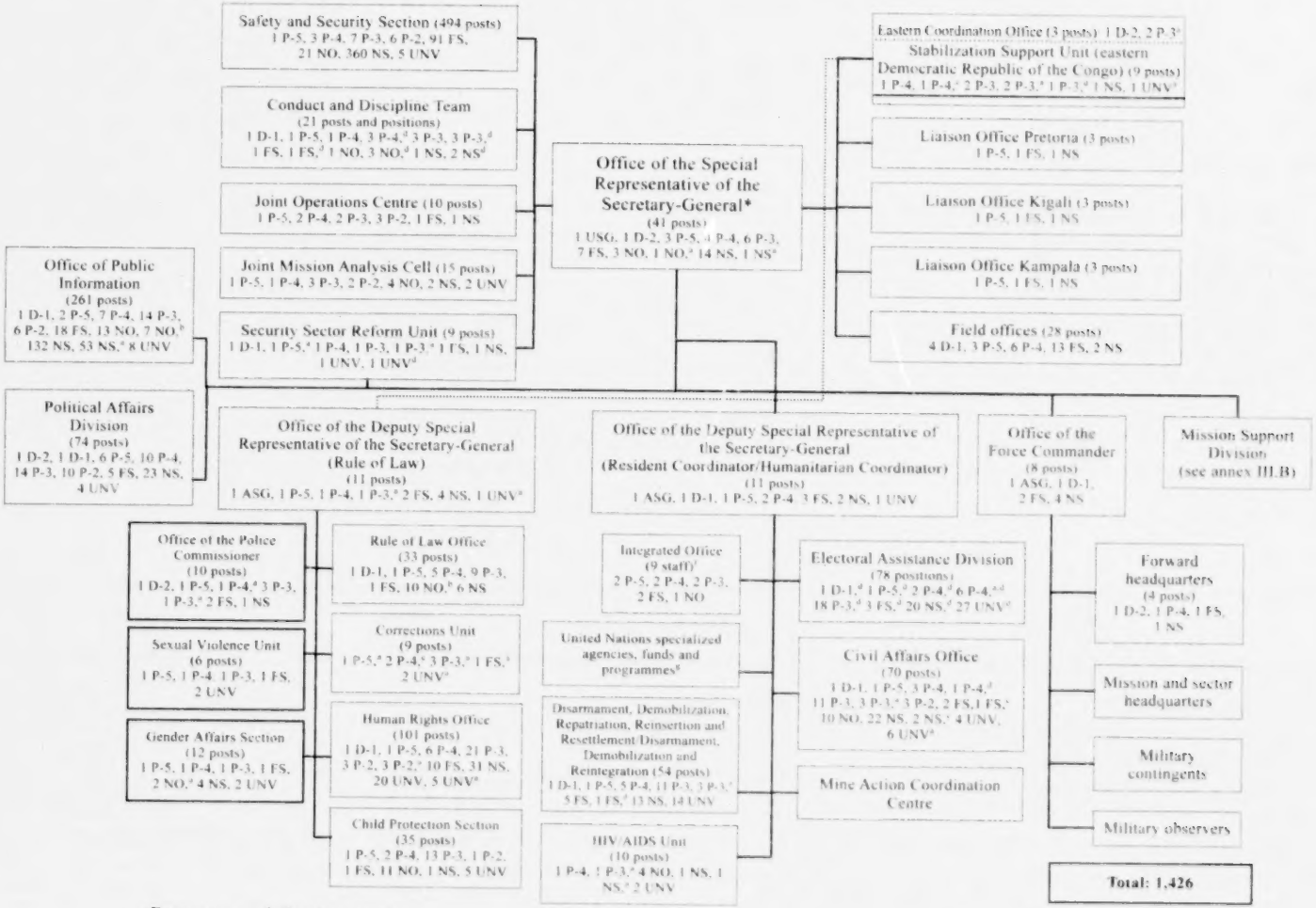
B. Mission specific, non-standard (or specialized) outputs

Output	*Approved 2009/10*	*Proposed 2010/11*
Operation and maintenance of water purification plants	35 United Nations-owned and 88 contingent-owned water purification plants and 9 water bottling plants	40 United Nations-owned water purification plants in 17 locations, 9 United Nations-owned water bottling plants in 6 major locations, 4 containerized water storage tanks with chlorination facilities in 4 major locations, and 88 contingent-owned water purification plants
Fleet of naval vessels	4 sets of pushers/barges and 3 military fast boats	3 sets of pushers/barges and 3 military fast boats
Fencing of airports	None	3 airports in 3 locations

Annex III

Organization charts

A. Substantive offices


Safety and Security Section (494 posts)
1 P-5, 3 P-4, 7 P-3, 6 P-2, 91 FS, 21 NO, 360 NS, 5 UNV
Conduct and Discipline Team (21 posts and positions)
1 D-1, 1 P-5, 1 P-4, 3 P-4,[d] 3 P-3, 3 P-3,[d] 1 FS, 1 FS,[d] 1 NO, 3 NO,[d] 1 NS, 2 NS[d]
Joint Operations Centre (10 posts)
1 P-5, 2 P-4, 2 P-3, 3 P-2, 1 FS, 1 NS
Joint Mission Analysis Cell (15 posts)
1 P-5, 1 P-4, 3 P-3, 2 P-2, 4 NO, 2 NS, 2 UNV
Security Sector Reform Unit (9 posts)
1 D-1, 1 P-5,[a] 1 P-4, 1 P-3, 1 P-3,[a] 1 FS, 1 NS, 1 UNV, 1 UNV[d]
Office of the Special Representative of the Secretary-General* (41 posts)
1 USG, 1 D-2, 3 P-5, 4 P-4, 6 P-3, 7 FS, 3 NO, 1 NO,[a] 14 NS, 1 NS[a]
Eastern Coordination Office (3 posts) 1 D-2, 2 P-3[a]
Stabilization Support Unit (eastern Democratic Republic of the Congo) (9 posts)
1 P-4, 1 P-4,[c] 2 P-3, 2 P-3,[a] 1 P-3,[a] 1 NS, 1 UNV[c]
Liaison Office Pretoria (3 posts)
1 P-5, 1 FS, 1 NS
Liaison Office Kigali (3 posts)
1 P-5, 1 FS, 1 NS
Liaison Office Kampala (3 posts)
1 P-5, 1 FS, 1 NS
Field offices (28 posts)
4 D-1, 3 P-5, 6 P-4, 13 FS, 2 NS
Office of Public Information (261 posts)
1 D-1, 2 P-5, 7 P-4, 14 P-3, 6 P-2, 18 FS, 13 NO, 7 NO,[b] 132 NS, 53 NS,[a] 8 UNV
Political Affairs Division (74 posts)
1 D-2, 1 D-1, 6 P-5, 10 P-4, 14 P-3, 10 P-2, 5 FS, 23 NS, 4 UNV
Office of the Deputy Special Representative of the Secretary-General (Rule of Law) (11 posts)
1 ASG, 1 P-5, 1 P-4, 1 P-3,[a] 2 FS, 4 NS, 1 UNV[a]
Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator) (11 posts)
1 ASG, 1 D-1, 1 P-5, 2 P-4, 3 FS, 2 NS, 1 UNV
Office of the Force Commander (8 posts)
1 ASG, 1 D-1, 2 FS, 4 NS
Mission Support Division (see annex III.B)
Office of the Police Commissioner (10 posts)
1 D-2, 1 P-5, 1 P-4,[a] 3 P-3, 1 P-3,[a] 2 FS, 1 NS
Sexual Violence Unit (6 posts)
1 P-5, 1 P-4, 1 P-3, 1 FS, 2 UNV
Gender Affairs Section (12 posts)
1 P-5, 1 P-4, 1 P-3, 1 FS, 2 NO,[a] 4 NS, 2 UNV
Rule of Law Office (33 posts)
1 D-1, 1 P-5, 5 P-4, 9 P-3, 1 FS, 10 NO,[b] 6 NS
Corrections Unit (9 posts)
1 P-5,[a] 2 P-4,[a] 3 P-3,[a] 1 FS,[a] 2 UNV[a]
Human Rights Office (101 posts)
1 D-1, 1 P-5, 6 P-4, 21 P-3, 3 P-2, 3 P-2,[a] 10 FS, 31 NS, 20 UNV, 5 UNV[a]
Child Protection Section (35 posts)
1 P-5, 2 P-4, 13 P-3, 1 P-2, 1 FS, 11 NO, 1 NS, 5 UNV
Integrated Office (9 staff)[f]
2 P-5, 2 P-4, 2 P-3, 2 FS, 1 NO
United Nations specialized agencies, funds and programmes[g]
Disarmament, Demobilization, Repatriation, Reinsertion and Resettlement/Disarmament, Demobilization and Reintegration (54 posts)
1 D-1, 1 P-5, 5 P-4, 11 P-3, 3 P-3,[a] 5 FS, 1 FS,[d] 13 NS, 14 UNV
HIV/AIDS Unit (10 posts)
1 P-4, 1 P-3,[a] 4 NO, 1 NS, 1 NS,[a] 2 UNV
Electoral Assistance Division (78 positions)
1 D-1,[d] 1 P-5,[a] 2 P-4,[d] 6 P-4,[a,d] 18 P-3,[d] 3 FS,[d] 20 NS,[d] 27 UNV[a]
Civil Affairs Office (70 posts)
1 D-1, 1 P-5, 3 P-4, 1 P-4,[a] 11 P-3, 3 P-3,[a] 3 P-2, 2 FS, 1 FS,[a] 10 NO, 22 NS, 2 NS,[a] 4 UNV, 6 UNV[a]
Mine Action Coordination Centre
Forward headquarters (4 posts)
1 D-2, 1 P-4, 1 FS, 1 NS
Mission and sector headquarters
Military contingents
Military observers
Total: 1,426

(Footnotes on following page)

(Footnotes to Organization chart A)

Abbreviations: USG, Under-Secretary-General; FS, Field Service; NO, National Officer; NS, national General Service; UNV, United Nations Volunteers.

* Includes the immediate Office of the Special Representative of the Secretary-General, the Legal Affairs Section, the Quick-impact Projects Unit, the Protocol Unit and the Strategic Planning Cell.

[a] New post or position.

[b] Reclassified/converted.

[c] Redeployed.

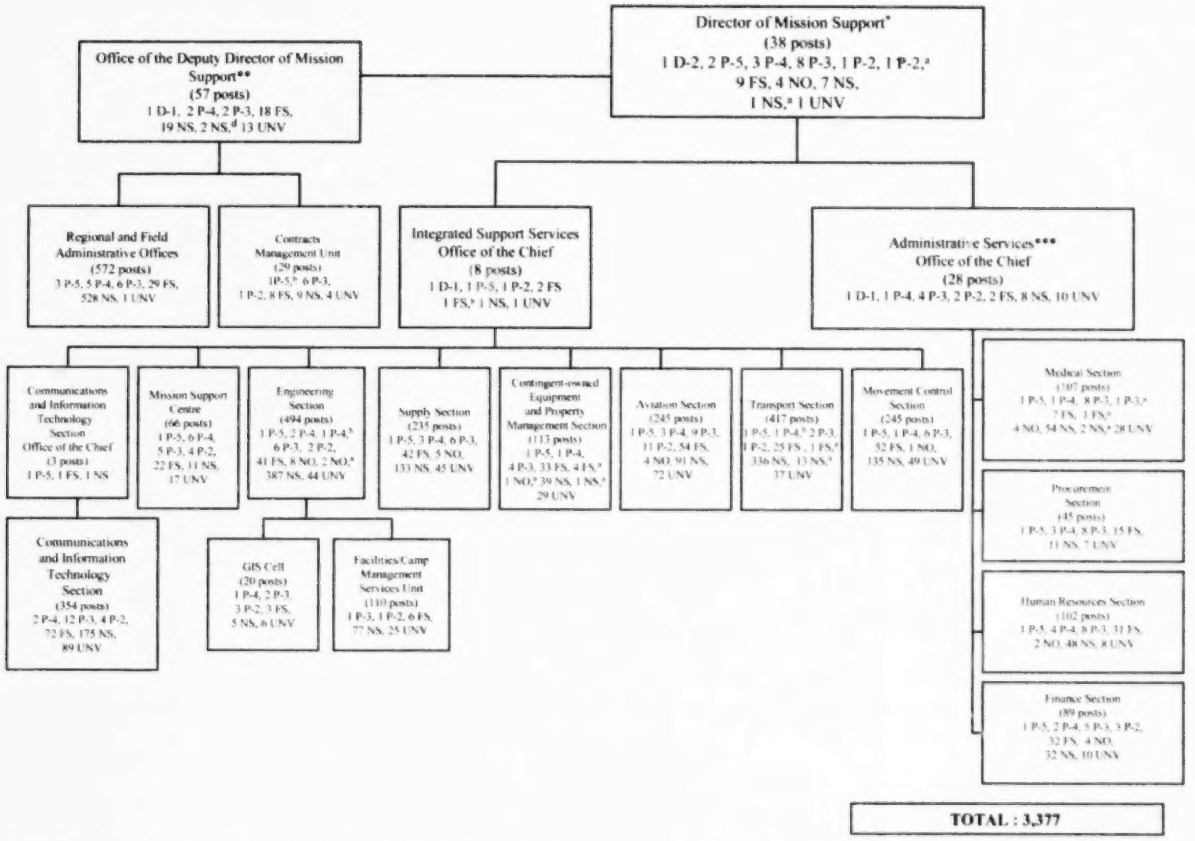
[d] Reassigned.

[e] Funded under general temporary assistance.

[f] Funded by UNDP, the United Nations Development Group Office and the United Nations country team.

[g] UNDP, World Bank, UNESCO, UNICEF, UNOPS, ILO, FAO, UNFPA, OHCHR, UNHCR, IMF, Office for the Coordination of Humanitarian Affairs, WHO, UNAIDS, IOM.

B. Mission Support Divisio[illegible]


Director of Mission Support*
(38 posts)
1 D-2, 2 P-5, 3 P-4, 8 P-3, 1 P-2, 1 P-2,[a]
9 FS, 4 NO, 7 NS,
1 NS,[a] 1 UNV
Office of the Deputy Director of Mission Support**
(57 posts)
1 D-1, 2 P-4, 2 P-3, 18 FS,
19 NS, 2 NS,[d] 13 UNV
Regional and Field Administrative Offices
(572 posts)
3 P-5, 5 P-4, 6 P-3, 29 FS,
528 NS, 1 UNV
Contracts Management Unit
(29 posts)
1P-5,[b] 6 P-3,
1 P-2, 8 FS, 9 NS, 4 UNV
Integrated Support Services Office of the Chief
(8 posts)
1 D-1, 1 P-5, 1 P-2, 2 FS
1 FS,[a] 1 NS, 1 UNV
Administrative Services***
Office of the Chief
(28 posts)
1 D-1, 1 P-4, 4 P-3, 2 P-2, 2 FS, 8 NS, 10 UNV
Communications and Information Technology Section
Office of the Chief
(3 posts)
1 P-5, 1 FS, 1 NS
Mission Support Centre
(66 posts)
1 P-5, 6 P-4,
5 P-3, 4 P-2,
22 FS, 11 NS,
17 UNV
Engineering Section
(494 posts)
1 P-5, 2 P-4, 1 P-4,[b]
6 P-3, 2 P-2,
41 FS, 8 NO, 2 NO,[a]
387 NS, 44 UNV
Supply Section
(235 posts)
1 P-5, 3 P-4, 6 P-3,
42 FS, 5 NO,
133 NS, 45 UNV
Contingent-owned Equipment and Property Management Section
(113 posts)
1 P-5, 1 P-4,
4 P-3, 33 FS, 4 FS,[a]
1 NO,[a] 39 NS, 1 NS,[a]
29 UNV
Aviation Section
(245 posts)
1 P-5, 3 P-4, 9 P-3,
11 P-2, 54 FS,
4 NO, 91 NS,
72 UNV
Transport Section
(417 posts)
1 P-5, 1 P-4,[b] 2 P-3,
1 P-2, 25 FS, 1 FS,[a]
336 NS, 13 NS,[a]
37 UNV
Movement Control Section
(245 posts)
1 P-5, 1 P-4, 6 P-3,
52 FS, 1 NO,
135 NS, 49 UNV
Medical Section
(107 posts)
1 P-5, 1 P-4, 8 P-3, 1 P-3,[a]
7 FS, 1 FS,[a]
4 NO, 54 NS, 2 NS,[a] 28 UNV
Procurement Section
145 posts)
1 P-5, 3 P-4, 8 P-3, 15 FS,
11 NS, 7 UNV
Human Resources Section
(102 posts)
1 P-5, 4 P-4, 8 P-3, 31 FS,
2 NO, 48 NS, 8 UNV
Finance Section
(89 posts)
1 P-5, 2 P-4, 5 P-3, 3 P-2,
32 FS, 4 NO,
32 NS, 10 UNV
Communications and Information Technology Section
(354 posts)
2 P-4, 12 P-3, 4 P-2,
72 FS, 175 NS,
89 UNV
GIS Cell
(20 posts)
1 P-4, 2 P-3
3 P-2, 3 FS,
5 NS, 6 UNV
Facilities/Camp Management Services Unit
(110 posts)
1 P-3, 1 P-2, 6 FS,
77 NS, 25 UNV
TOTAL : 3,377

* Includes the immediate office of the Chief of Administrative Services, the Aviation Safety Unit, the Budget and Cost Control Section, Administrative Coordination Unit.

** Includes Local Property Survey/Claims Review Board, Board of Inquiry Unit and Property Control and Inventory Unit.

*** Includes United Nations Voluntters Programme Support Unit, Welfare Unit, Translation and Interpretation Unit, and Staff Counsellor.

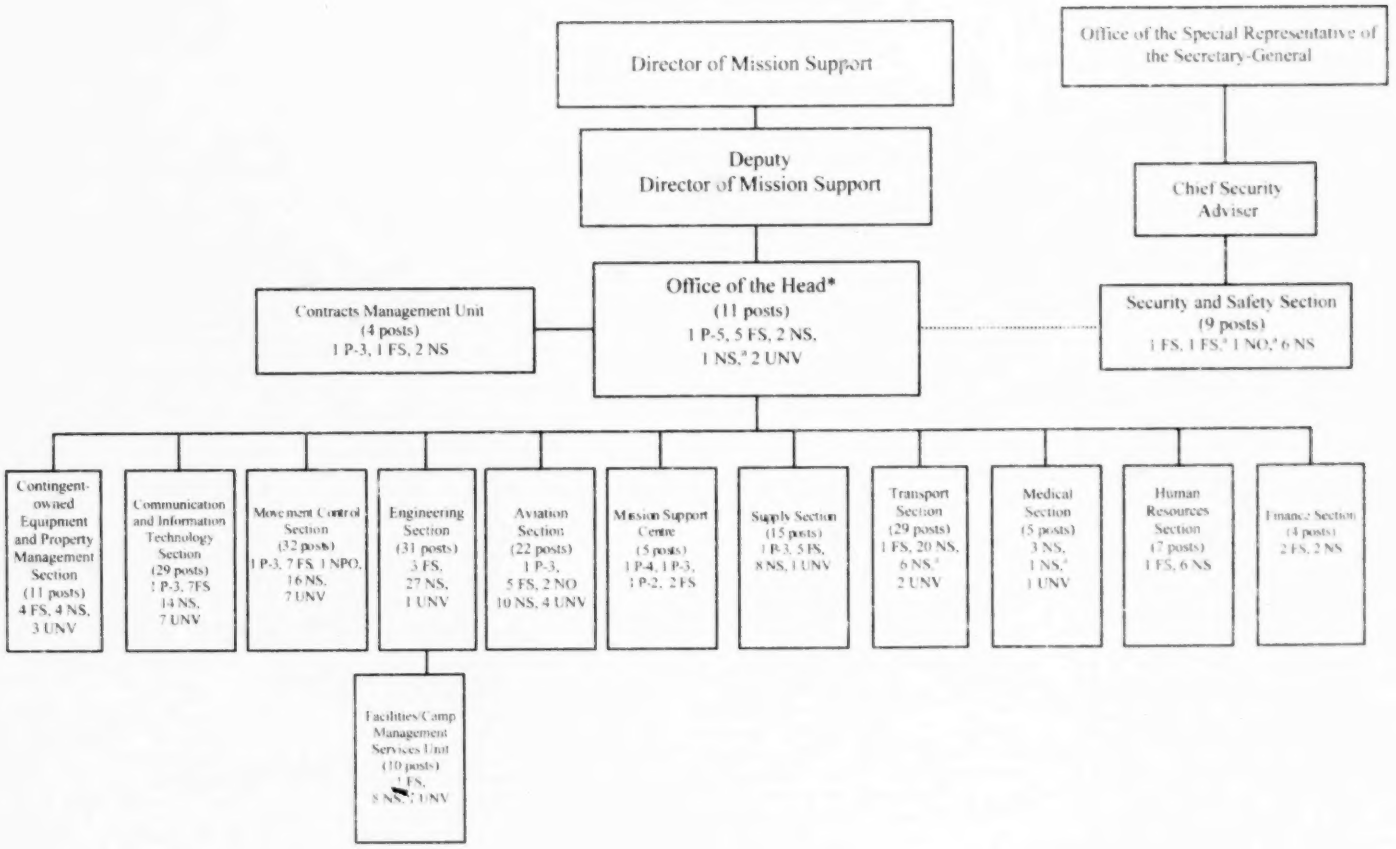
[a] New post or position.

[b] Reclassified.

[c] Redeployed.

[d] Reassigned.

C. Entebbe logistics hub

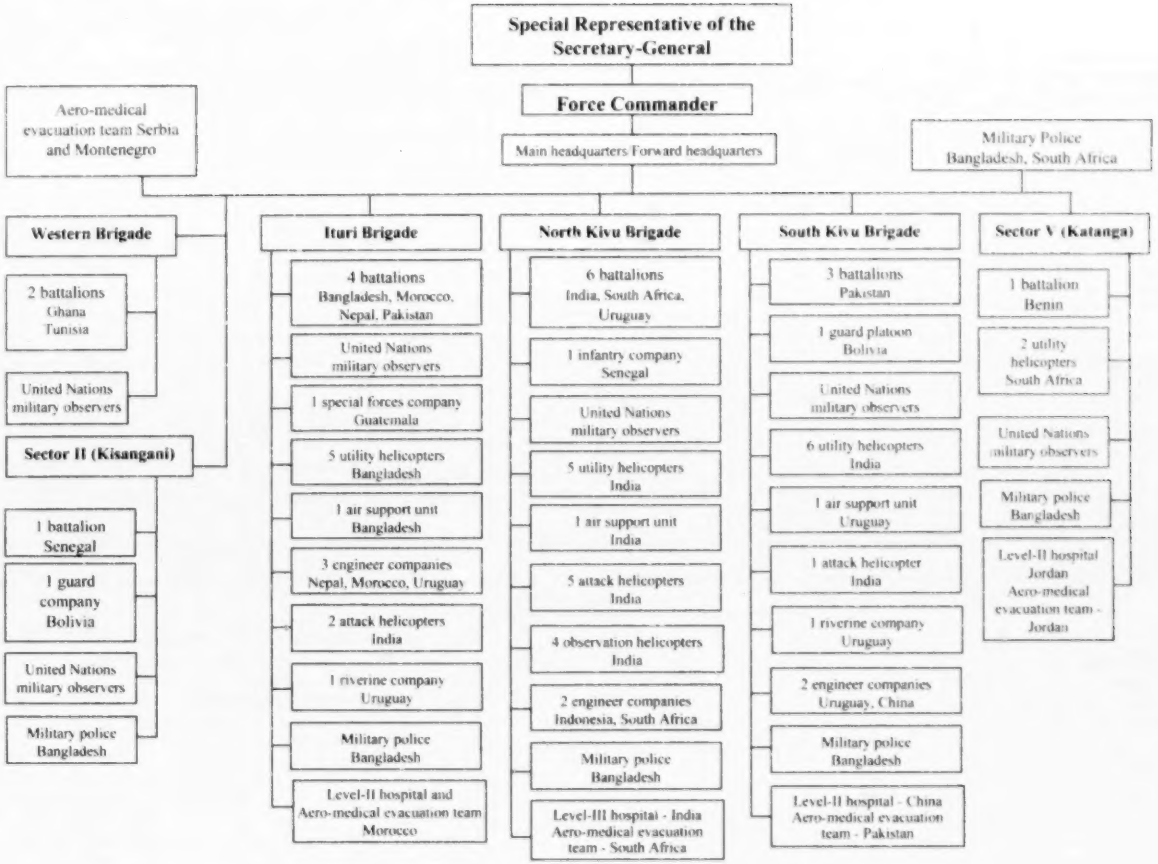

Director of Mission Support
Office of the Special Representative of the Secretary-General
Deputy Director of Mission Support
Chief Security Adviser
Contracts Management Unit (4 posts) 1 P-3, 1 FS, 2 NS
Office of the Head* (11 posts) 1 P-5, 5 FS, 2 NS, 1 NS,[a] 2 UNV
Security and Safety Section (9 posts) 1 FS, 1 FS,[a] 1 NO,[a] 6 NS
Contingent-owned Equipment and Property Management Section (11 posts) 4 FS, 4 NS, 3 UNV
Communication and Information Technology Section (29 posts) 1 P-3, 7 FS, 14 NS, 7 UNV
Movement Control Section (32 posts) 1 P-3, 7 FS, 1 NPO, 16 NS, 7 UNV
Engineering Section (31 posts) 3 FS, 27 NS, 1 UNV
Aviation Section (22 posts) 1 P-3, 5 FS, 2 NO, 10 NS, 4 UNV
Mission Support Centre (5 posts) 1 P-4, 1 P-3, 1 P-2, 2 FS
Supply Section (15 posts) 1 P-3, 5 FS, 8 NS, 1 UNV
Transport Section (29 posts) 1 FS, 20 NS, 6 NS,[a] 2 UNV
Medical Section (5 posts) 3 NS, 1 NS,[a] 1 UNV
Human Resources Section (7 posts) 1 FS, 6 NS
Finance Section (4 posts) 2 FS, 2 NS
Facilities/Camp Management Services Unit (10 posts) 1 FS, 8 NS, 1 UNV

* Includes Regional and Field Administrative Offices, the Aviation Safety Unit, the Budget and Cost Control Section, the Local Property Survey Claims Review Board and the Property Control and Inventory Unit.

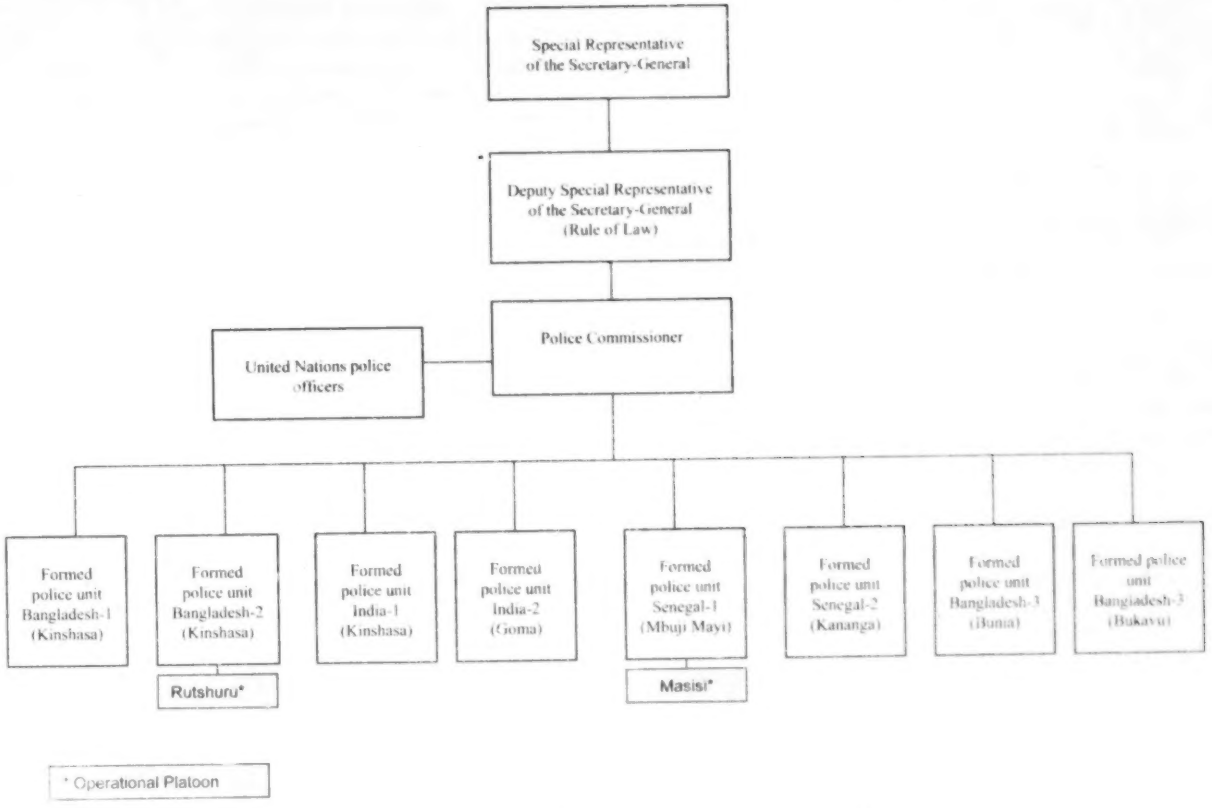
[a] New post.

TOTAL: 224

D. Military contingents and observers


Special Representative of the Secretary-General
Force Commander
Main headquarters Forward headquarters
Aero-medical evacuation team Serbia and Montenegro
Military Police Bangladesh, South Africa
Western Brigade
2 battalions Ghana Tunisia
United Nations military observers
Sector II (Kisangani)
1 battalion Senegal
1 guard company Bolivia
United Nations military observers
Military police Bangladesh
Ituri Brigade
4 battalions Bangladesh, Morocco, Nepal, Pakistan
United Nations military observers
1 special forces company Guatemala
5 utility helicopters Bangladesh
1 air support unit Bangladesh
3 engineer companies Nepal, Morocco, Uruguay
2 attack helicopters India
1 riverine company Uruguay
Military police Bangladesh
Level-II hospital and Aero-medical evacuation team Morocco
North Kivu Brigade
6 battalions India, South Africa, Uruguay
1 infantry company Senegal
United Nations military observers
5 utility helicopters India
1 air support unit India
5 attack helicopters India
4 observation helicopters India
2 engineer companies Indonesia, South Africa
Military police Bangladesh
Level-III hospital - India Aero-medical evacuation team - South Africa
South Kivu Brigade
3 battalions Pakistan
1 guard platoon Bolivia
United Nations military observers
6 utility helicopters India
1 air support unit Uruguay
1 attack helicopter India
1 riverine company Uruguay
2 engineer companies Uruguay, China
Military police Bangladesh
Level-II hospital - China Aero-medical evacuation team - Pakistan
Sector V (Katanga)
1 battalion Benin
2 utility helicopters South Africa
United Nations military observers
Military police Bangladesh
Level-II hospital Jordan Aero-medical evacuation team - Jordan

E. United Nations police


Special Representative of the Secretary-General
Deputy Special Representative of the Secretary-General (Rule of Law)
Police Commissioner
United Nations police officers
Formed police unit Bangladesh-1 (Kinshasa)
Formed police unit Bangladesh-2 (Kinshasa)
Rutshuru*
Formed police unit India-1 (Kinshasa)
Formed police unit India-2 (Goma)
Formed police unit Senegal-1 (Mbuji Mayi)
Masisi*
Formed police unit Senegal-2 (Kananga)
Formed police unit Bangladesh-3 (Bunia)
Formed police unit Bangladesh-3 (Bukavu)
* Operational Platoon

Annex IV

Information on funding provisions and activities of United Nations agencies, funds and programmes

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
Improvement of the security environment through strengthening of the Government security forces and disbanding of armed groups (United Nations Security and Stabilization Support Strategy)	A ceasefire is in place and respected Elements of armed groups are integrated into existing integrated brigades within FARDC, sent to brassage centres for training or referred to disarmament, demobilization and reintegration Integrated brigades receive training and support from the international community and the Government FARDC capability improves as a result of training, mentoring, garrisoning and internal control mechanisms, enabling it to conduct successful operations against armed groups and reduce exactions against the civilian population Armed groups are encouraged to negotiate and/or disband as a result of FARDC/MONUC security operations, including against economic interests of armed groups Operation Kimia II continues after joint operations Armed groups are processed for referral to regroupement centres and the National Programme of Disarmament, Demobilization and Reintegration (when eligible) or to community reintegration programmes (when not eligible)	• Establishment of regroupement sites • Construction of temporary garrisons • Long-term sustainable reintegration of ex-combatants • Transportation of ex-combatants • Relocation and repatriation of FDLR • Deployment of the Congolese National Police in areas of separation • Support for brassage centres (and long-term garrisons) • Operational support to FARDC for FDLR operations	• **Lead**: MONUC • **Partners**: United Nations Development Programme (UNDP), United Nations Office for Project Services (UNOPS), International Organization for Migration (IOM), Office of the United Nations High Commissioner for Refugees (UNHCR), United Nations Children's Fund (UNICEF), Food and Agriculture Organization of the United Nations (FAO), World Food Programme (WFP), United Nations Office on Drugs and Crime (UNODC), Office of the United Nations High Commissioner for Human Rights (OHCHR) **Funding** • Requirements: $209,728,000 • Obtained: $44,256,000 • Gap: $163,472,000

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
	At-risk populations are protected, ceasefires are monitored, illegal checkpoints are dismantled and rival groups are helped to disengage as a result of MONUC deployments		
The basic elements of State authority are in place (United Nations Security and Stabilization Support Strategy)	Reopening or rehabilitation of selected roads along priority axes to enable effective patrolling, the extension of State authority, the return of populations and economic recovery Units of the territorial police, rapid intervention police and border police are deployed in strategic areas with MONUC support and given the means to discharge their duties as a result of a support package Anti-sexual and gender-based violence cells of the Congolese National Police are deployed together with the police to address complaints of sexual and gender-based violence Provincial Inspection général d'audit cells are deployed in the east along with the Congolese National Police Authors of crimes of sexual violence are prosecuted and punished Survivors of sexual violence have access to quality medical, psychosocial and judicial assistance Recovery programmes integrate reintegration of survivors, including women who were associated with armed groups and their dependants	• Road rehabilitation and maintenance of 6 axes • Rehabilitation/construction of 50 State infrastructure buildings and operational support • Establishment of 6 negotiation centres	• **Lead**: MONUC • **Partners**: UNDP, UNOPS, IOM, UNHCR, UNICEF, FAO, WFP, UNODC, OHCHR **Funding** • Requirements: $134,160,401 • Obtained: $50,608,089 • Gap: $83,552,312

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
	Members of the judiciary and corrections personnel are deployed and given the means to discharge their duties as a result of a support package		
	Prosecution support cells are established to provide prosecution and investigation support to military and civilian courts		
	State representatives at the local level are deployed and given the means to discharge their duties as a result of a support package		
	MONUC, FARDC, the Congolese National Police and customs officers are trained on conduct of verification, monitoring and inspections		
	MONUC and Government officials are deployed to strategic locations for deterrence, monitoring and inspection activities		
	Analysis and centralized information is improved and initiatives to regulate/formalize trade are developed in consultation with relevant authorities		

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
The majority of at-risk populations, including refugees, internally displaced persons and ex-combatants, return home, reintegration is facilitated, and community recovery activities begin (United Nations Security and Stabilization Support Strategy)	Sensitive refugee caseloads return to their areas of origin, and reintegration and reconciliation commences as a result of a support package Community reconciliation and peacebuilding promoted Conflicts related to housing, land and property are reduced and addressed Community tensions and armed violence are reduced as a result of reconciliation and small arms reduction programmes Community recovery is promoted in key affected areas through income-generating activities and restoration of basic social services Food security is strengthened and sustained	• Return/reintegration of refugees • Return/reintegration of internally displaced persons • Community reconciliation • House, land and property dispute management • Reduction of armed violence and small arms • Community recovery and reintegration of high-risk groups • Food security	• **Lead**: MONUC • **Partners**: UNDP, UNOPS, IOM, UNHCR, UNICEF, FAO, WFP, UNODC, OHCHR **Funding** • Requirements: $217,479,060 • Obtained: $48,295,932 • Gap: $164,183,128
Consolidation of democratic governance (UNDP)	Strengthened judicial and security governance Strengthened local governance Strengthened administrative governance	• Justice and security sector reform • Support to local elections and provincial governments • Support to national budgetary processes and public administration	• **Lead**: UNDP **Funding** • Obtained: $69,399,019
Management of natural and environmental resources (UNDP)	Environment and climate change	• Support national policy on the protection of environment and prevention of climate change effects	• **Lead**: UNDP **Funding** • Obtained: $7,843,875.32

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
Provision of aviation services to the humanitarian and donor community in the Democratic Republic of the Congo	Humanitarian actors and supplies transported throughout the country in a cost-effective manner	• Aviation services; flight routes in the Democratic Republic of the Congo	• **Lead**: WFP **Funding** • Obtained: $6,800,000
Logistics cluster and common United Nations transport and storage services	Humanitarian supplies transported in a cost-effective manner	• Rehabilitation of main supply routes, trains and river transport capacities .	• **Lead**: WFP **Funding** • Requirements: $55,500,000 • Obtained: $19,700,000 • Gap: $35,800,000
Targeted food assistance for relief and recovery in the Democratic Republic of the Congo	Food assistance provided to vulnerable populations in the Democratic Republic of the Congo (internally displaced, returnees, victims of violence, malnourished, and others)	• Food supplies	• **Lead**: WFP **Funding** • Requirements: $507,100,000 • Obtained: $315,700,000 • Gap: $191,400,000
Rehabilitation programme of the agricultural and forestry research sectors in the Democratic Republic of the Congo	Seeds and agricultural tools provided to vulnerable populations in the Democratic Republic of the Congo (internally displaced, returnees, victims of violence, malnourished, and others)	• Supplies of seeds and agricultural tools	• **Lead**: FAO **Funding** • Obtained: $17,685,000
Emergency Multisector Rehabilitation and Reconstruction Project for food security	Food assistance provided to the local population against work related to rehabilitation of the infrastructure and/or construction efforts ("food for work")	• Food supplies	• **Lead**: FAO **Funding** • Requirements: $100,000,000 • Obtained: $37,000,000 • Gap: $63,000,000

MONUC
February 2010
MONUC Headquarters
Sector Headquarters
Brigade Headquarters
Logistics base
Military Sector boundary
A Military Liaison Office is located in both Kampala and Kigali
International boundary
Provincial boundary
National capital
CENTRAL AFRICAN REPUBLIC
SUDAN
UGANDA
Kampala
RWANDA
Kigali
BURUNDI
Bujumbura
DEMOCRATIC REPUBLIC OF THE CONGO
CONGO
Brazzaville
Kinshasa
ANGOLA
ZAMBIA
UNITED REPUBLIC OF TANZANIA
ATLANTIC OCEAN
Bangui
Juba
Gbadolite
Bunia
Goma
Bukavu
Kisangani
Lubumbashi
Kolwezi
Kasenga
Nchelenge
Ndola
Sakania
Solwezi
Luena
Saurimo
Dilolo
Pointe-Noire
Cabinda (ANGOLA)
Matadi
Boma
Mbanza Ngungu
Kikwit
Bandundu
Kenge
Inongo
Mushie
Kutu
Ikela
Lodja
Kindu
Kalima
Punia
Ubundu
Basoko
Yangambi
Banalia
Buta
Bondo
Dungu
Watsa
Mungbere
Lisala
Bumba
Gemena
Businga
Libenge
Zongo
Mobayi-Mbongo
Ouesso
Makanza
Basankusu
Wenga
Waka
Bolomba
Mbandaka
Boende
Bokungu
Ilebo
Tshikapa
Kananga
Mweka
Lusambo
Kole
Kabinda
Mbuji-Mayi
Mwene-Ditu
Kamina
Kapanga
Malemba Nkulu
Mitwaba
Kitenge
Ankoro
Manono
Muyumba
Kabalo
Kongolo
Lubao
Katende
Dembo
Lac Mukamba
Kamanar
Gwena
Nyunzu
Kasongo
Kibombo
Kama
Pangi
Uvira
Baraka
Kigoma
Kabimba
Kalemie
Moba
Khemya
Pepa
Moliro
Kanuka
Pweto
Dubie
Kasenga
Likasi
Lubumbashi
Kipushi
Mambasa
Bogoro
Beni
Lubero
Lubutu
Kibirizi
Goma
Kalima
Bukavu
Kindu
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